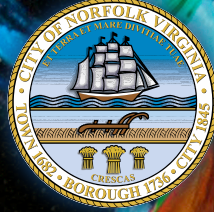




ADOPTED FISCAL YEAR 2019 BUDGET

City of Norfolk, Virginia



Funding Solutions to Norfolk's Challenges

Operating Ord #: 47,229

Capital Ord #: 47,231

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July 1, 2018

**Honorable Mayor and City Council
City of Norfolk, Virginia**

I respectfully submit to you the Adopted Fiscal Year (FY) 2019 Financial Plan for the City of Norfolk, which is comprised of the General Fund, enterprise funds, special revenue funds, internal service funds, Capital Improvement Plan (CIP), and the Annual Plan for Housing and Urban Development (HUD) Block Grant programs.

The discussion during our budget work sessions resulted in amendments to the Proposed FY 2019 General Fund and Parking Fund budgets. These amendments to the Proposed FY 2019 Budget were adopted at the May 22, 2018 City Council meeting. The table below illustrates the final Adopted FY 2019 Financial Plan:

Fiscal Year 2019 Financial Plan	
Operating Fund	Adopted Budget
General Fund	\$880,788,426
Enterprise Funds	\$145,660,878
Special Revenue Funds	\$60,312,685
Internal Service Funds	\$103,941,204
Total Operating Funds	\$1,190,703,193
Capital Improvement Plan	\$112,039,271
Total Operating and Capital Funds	\$1,302,742,464
Annual Plan for HUD Block Grants	\$5,841,730
Total Financial Plan	\$1,308,584,194

The FY 2019 Financial Plan builds on the work we have accomplished together and funds City Council's and the community's priorities of investing in neighborhoods, housing, public safety, education, and resilience. This adopted budget is bold.

The Adopted FY 2019 Budget is based on our economic reality. It reflects cuts that were participatory and thoughtful, while continuing to fund Council's priorities. We are taking on big, bold challenges that include making investments in education, inclusive economic growth, infrastructure, and catching up on deferred maintenance of our buildings, vehicles, equipment and in technology.

The city manages resources for the community in a thoughtful and effective way. However, our responsibility is about more than sound financial management of public resources. Ultimately, the budget—how we spend the people's money—is about helping people thrive in Norfolk, helping them have the best quality of life possible. Norfolk has an outstanding quality of life thanks to long-standing partnerships among the community, our elected leaders, and city staff. Sustaining and even elevating that quality of life requires innovative ways to approach

challenges. The Adopted FY 2019 Budget embodies new approaches to allocating our constrained resources to ever-growing needs.

General Fund Operating Budget Amendments

Prior to the third budget work session we identified an additional \$50,000 in interest income and \$113,000 in audit contract savings. During the third work session, City Council chose to increase the bed tax by \$1 and increase the cigarette tax by 10 cents. These resources support the City Council directives outlined below.

Council Directives

Outside Agencies: The restoration of the five percent funding decrease proposed for outside agencies including Festevents. A total of \$916,646 is restored, which maintains a cut of \$25,000 to citywide marketing initiatives.

Fire-Rescue: The restoration of the proposed reductions to firefighter stipends and the restoration of two specialized firefighter positions that were eliminated in the proposed budget.

Norfolk Emerging Leaders (NEL) program: Restores \$154,365 to the Recreation, Parks, and Open Space (RPOS) budget for the Norfolk Emerging Leaders (NEL) program. These funds will restore funding to 80 NEL positions for a total of 272 NEL positions in FY 2019.

Arts Manager position: Restores \$72,397 to the Cultural Facilities, Arts and Entertainment budget to continue support for the Arts Manager position.

Campostella and Merrimack Station Recreation Centers: Restores \$65,000 to the RPOS budget to continue year-round programming at Campostella and Merrimack Recreation Centers.

Grandy Village Recreation Center: Restores \$40,000 to the RPOS budget to continue current operations and programming at the Grandy Village Recreation Center.

Officer of Election pay: An ongoing increase to the Office of Elections budget of \$38,640 to support a pay increase for Officers of Election who volunteer to serve at the polls on Election Day. These funds will increase the pay for over 400 Officers of Election.

Residential Driveway right-of-way fee: The reduction of the proposed increase to the residential driveway permit. The fee will increase by only \$15 instead of the proposed \$85. The \$15 increase reflects the administrative processing fee that will be added to all right of way permit fees.

Computer Resource Centers: The restoration of \$30,000 to prevent the closing of Diggs Town and Oak Leaf Computer Resource Centers. Also, \$15,000 to expand programming provided at the computer resource centers, which may include the support of SOL students that are not receiving after-school assistance.

Festevents Ocean View programming: Provides \$25,000 to Norfolk Festevents for programming in Ocean View.

Planning Fees: A reduction in proposed planning fees for Zoning/Conditional Rezoning and Text Amendment fees to better align with the region. This will affect an average of 47 permits annually, for a total reduction in proposed revenues of \$11,000.

Legal Aid Society of Virginia: An ongoing increase to the Legal Aid Society of Southeast Virginia of \$1,600 for general operation support. These funds will support additional low-income families seeking legal aid.

General Fund Operating Technical Adjustments

We also have a number of General Fund operating technical adjustments to the Proposed FY 2019 Budget that are required. These technical adjustments are outlined below.

Tax Increment Financing Fund - The Proposed FY 2019 Budget reflected dissolving the Tax Increment Financing (TIF) Fund on June 30, 2018. The debt service on the Housing and Urban Development (HUD) refunding bonds and real estate tax revenue were included in the Proposed FY 2019 General Fund Budget. However, the city's bond counsel ruled that since TIF revenues are pledged to pay the debt service, the TIF Fund cannot be dissolved until the debt has been paid off in FY 2024. The Adopted FY 2019 Budget restores the TIF Fund budget which includes the debt service expense and transfer of excess revenues to the General Fund. On the General Fund side, this will result in a removing the real estate tax revenue of approximately \$5.9 million and restoring the transfer to the General Fund from the TIF Fund of approximately \$4.3 million, for a net decrease of approximately \$1.6 million to General Fund revenues. There is a corresponding \$1.6 million transfer back of the debt service expenditures to the TIF Fund.

Norfolk Public Schools (NPS) Other Revenue – While the Education section of the Budget (pages 327 – 345) accurately depicts the Proposed Norfolk Public Schools Operating Budget, the number that was used in the Proposed General Fund Expenditure Summary for Public School Education (page 88) did not reflect NPS' proposed reduction of \$602,951 in Other Revenue. This revenue category is for miscellaneous local funds received from sources other than the city's General Fund such as tuition, fees, surplus sales, building rentals, and other small revenue items. This technical adjustment will not impact local or state revenue to NPS but will reduce the total General Fund Budget by \$602,951.

Ocean View Senior Center Funds – The Proposed FY 2019 Budget transferred \$75,000 from RPOS to Prime Plus in the Outside Agency section of the budget. The funds for Prime Plus were to be used to relocate and provide programming for the Ocean View Seniors that will be displaced when the Senior Center is closed. Subsequent to the budget proposal it was decided that the Ocean View Seniors would move into the East Ocean View Recreation Center and RPOS would continue to provide programming. As a result, this transfer is no longer necessary.

Norfolk Public Schools (NPS) Revenue Sharing Formula – Based on the Proposed FY 2019 Budget, the revenue sharing formula calculation resulted in a constant 29.2 percent share of non-dedicated local tax revenues. As a result of the amendments to the proposed budget, the revenue sharing formula calculation would result in a constant 29.55 percent share of non-dedicated local tax revenues. The amendments include the \$1.00 increase to the bed tax and removing the real estate tax revenue associated with the Tax Increment Financing Fund. This adjustment will not result in additional funding for NPS, rather it accurately sets the constant share percentage to match the FY 2019 Budget.

Table 1 below outlines the impact of the City Council budget amendments and the technical changes to the General Fund Budget:

Table 1: General Fund Revenue Amendments

Adjustments	Type	Amount
Raise Bed Tax \$1.00	Council Directive	\$1,000,000
Raise Cigarette Tax 10 cents	Council Directive	\$520,000
Reforecast Interest Income	Council Directive	\$50,000
Decrease Zoning/Conditional Rezoning and Text Amendment fee increase	Council Directive	(\$11,000)
Eliminate residential driveway right-of-way fee increase	Council Directive	(\$32,550)
Reduce NPS Other Revenue	Technical Adjustment	(\$602,951)
Reduce Revenue (no TIF dissolution)	Technical Adjustment	(\$1,601,535)
Amended General Fund Revenues		(\$678,036)

General Fund Expense Amendments

Adjustments	Type	Amount
Restore funding to outside agency partners	Council Directive	\$916,646
Restore Fire-Rescue stipends	Council Directive	\$200,500
Restore reduction to NEL program	Council Directive	\$154,365
Restore Fire-Rescue specialty positions	Council Directive	\$82,208
Restore Arts Manager position	Council Directive	\$72,397
Restore year-round hours at Campostella and Merrimack recreation centers	Council Directive	\$65,131
Restore Funding for Grandy Village recreation center	Council Directive	\$40,000
Increase Officer of Election pay	Council Directive	\$38,640
Restore Funding for computer resource centers	Council Directive	\$30,000
Fund Festevents Ocean View programming	Council Directive	\$25,000
Increase programming at computer resource centers	Council Directive	\$15,000
Increase funding for Legal Aid Society of Virginia	Council Directive	\$1,600
Refine Compensation increase costs	Council Directive	(\$2,037)
Contract Savings - Outside Audit	Council Directive	(\$113,000)
RPOS Funding - senior programming at EOV Recreation Center	Technical Adjustment	\$75,000
Outside Agency Funding - PrimePlus	Technical Adjustment	(\$75,000)
Reduce NPS Expenditures	Technical Adjustment	(\$602,951)
Reduce Debt Services expenses (no TIF dissolution)	Technical Adjustment	(\$1,601,535)
Amended General Fund Expenditures		(\$678,036)

At the third work session City Council also decided to place all proposed Parking Fund rate increases on hold pending the recommendations of a third-party consultant's report. This amendment prompted changes to the Parking Fund's operating budget and to the Parking Capital Improvement Plan (CIP). These amendments are outlined below in the Parking Fund Budget Amendments section.

Parking Fund Budget Amendments

Parking Revenues: Total Parking Fund revenue will be reduced by \$1,415,017 from the Proposed FY 2019 Budget. Revenue from Operating Transfers In, (use of cash savings to fund operations) will increase while operating revenue will decrease.

Parking Expenditures: Total Parking Fund expenses will also be reduced by \$1,415,017 from the Proposed FY 2019 Budget.

Table 2 below details the Parking Fund operation amendments described above.

Table 2 Parking Fund Operating Amendments

Revenue Description	Amount
Decals – Residential Parking	(\$80,000)
Fines and parking violations	(\$507,300)
Short term parking	(\$927,000)
Long term parking	(\$948,000)
On Street parking	(\$220,000)
Cruise Ship Revenue	(\$50,000)
Recreational Parking	(\$620,000)
Parking discount stamps	(\$60,000)
City short term parking	(\$33,000)
Rollover from previous year	\$2,030,283
Total Revenue Amendments	(\$1,415,017)
Expenditure Description	Amount
Transfer to CIP	\$1,000,000
Reserve for abatement funds	(\$2,415,017)
Total Expenditure Amendments	(\$1,415,017)

Parking CIP: The Proposed FY 2019 – FY 2023 Parking Fund CIP included projects that would have been supported by the proposed increase in parking rates. As a result of placing the rate increases on hold pending the recommendations of a third-party consultant's report, the Parking Fund CIP will be amended. The amendments to the Parking Fund CIP are outlined in Table 3 below:

Table 3 Proposed FY 2019 – FY 2023 Parking CIP

Project	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Improve Parking Customer Experience	\$9,000,000	\$0	\$0	\$0	\$0
Improve Parking Technology Infrastructure	\$2,000,000	\$2,000,000	\$1,000,000	\$0	\$0
Maintain Parking Facilities	\$1,900,000	\$1,900,000	\$2,900,000	\$2,900,000	\$2,900,000
Rehabilitate Parking Garages	\$0	\$0	\$3,000,000	\$0	\$0
Totals	\$12,900,000	\$3,900,000	\$6,900,000	\$2,900,000	\$2,900,000

Amended FY 2019 – FY 2023 Parking CIP

Project	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Improve Parking Customer Experience	\$7,000,000	\$0	\$0	\$0	\$0
Improve Parking Technology Infrastructure	\$0	\$0	\$0	\$0	\$0
Maintain Parking Facilities	\$2,900,000	\$2,900,000	\$2,900,000	\$2,900,000	\$2,900,000
Rehabilitate Parking Garages	\$0	\$0	\$0	\$0	\$0
Totals	\$9,900,000	\$2,900,000	\$2,900,000	\$2,900,000	\$2,900,000

There are two Capital Improvement Plan technical adjustments to the Proposed FY 2019 Budget that are required. These technical adjustments are outlined below in the Capital Technical Adjustments section.

Capital Technical Adjustments

Fund Chrysler Hall Major Upgrades – The project was funded in the Proposed FY 2019 CIP at a total of \$40 million over five years; \$13.5 million in FY 2020 and FY 2021 and \$13 million in FY 2022. This project will be financed with a combination of bonds, historic tax credits, and philanthropic donations. Subsequent to the budget proposal, it was determined that in order to quickly apply for tax credits the city would need to complete 35 percent construction drawings. As a result, this technical adjustment shifts \$6 million of funding forward into FY 2019 to immediately begin the architectural and engineering work. The total funding for the project will not change, just the timing. Table 4 below outlines the adjustment.

Table 4 Chrysler Hall Major Upgrades – Change in Five-Year Plan

Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Five-Year Total
Proposed	\$0	\$13,500,000	\$13,500,000	\$13,000,000	\$0	\$40,000,000
Amended	\$6,000,000	\$11,500,000	\$11,500,000	\$11,000,000	\$0	\$40,000,000
Change	\$6,000,000	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$0	\$0

Change to Reappropriation of Previous Authorizations - Reappropriation of previously authorized and unspent CIP funds (top right of page 442 in the Proposed FY 2019 Budget) allows new capital projects to be funded with bond authorization from previously approved projects that:

- are completed and have unspent funding, or
- have never begun because priorities have changed or the project could not be completed as funded.

The Proposed FY 2019 CIP included a total reappropriation of \$3,192,409. This amount included \$1,500,000 from the project “Support Career and Technical Education.” Subsequent to the budget proposal it was determined that this project should not be closed and the funding reappropriated. As a result, the reappropriation of previous authorizations will decrease by \$1,500,000 million to \$1,692,409. In order to offset this reduction, bond authorization will increase by a corresponding amount.

Next Steps

As we move forward, the Administration will continue to partner with resident and businesses to revitalize neighborhoods in a collaborative, connected, competitive, and creative way. This bold budget represents a significant step in our journey toward building a great city of the 21st Century. We look forward to working with you and the residents to implement the many initiatives supported by the Adopted FY 2019 Budget.

It is my pleasure to present to you the City of Norfolk's Adopted FY 2019 Budget.

Sincerely,

A handwritten signature in blue ink, appearing to read "Douglas L. Smith". The signature is fluid and cursive, with the first name "Douglas" being the most prominent.

Douglas L. Smith
City Manager

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April 3, 2018

Honorable Mayor and City Council,

I respectfully submit to you the Proposed Fiscal Year (FY) 2019 Financial Plan for the City of Norfolk, which comprises the General Fund, enterprise funds, special revenue funds, internal service funds, Capital Improvement Plan (CIP), and the Annual Plan for Housing and Urban Development (HUD) Block Grant programs.

A summary of the Proposed Financial Plan is shown in the table below:

Proposed FY 2019 Financial Plan	
Fund	Proposed Budget
General Fund	\$881,466,462
Enterprise Funds	\$147,075,895
Special Revenue Funds	\$54,457,685
Internal Service Funds	\$103,941,204
Total Operating Funds	\$1,186,941,246
Capital Improvement Plan	\$109,039,271
Total Operating and Capital Funds	\$1,295,980,517
Annual Plan for HUD Block Grants	\$5,841,730
Total Financial Plan	\$1,301,822,247

Last year, the theme of my proposed budget was building on the city’s momentum. We listened and heard what you have told us these past 16 months since I joined Team Norfolk. Your priorities are embedded and reflected in this budget proposal. The FY 2019 Financial Plan builds on the work we have accomplished together and funds the Council’s and community’s priorities of investing in neighborhoods, housing, public safety, education, and resilience. The budget before you funds solutions to Norfolk’s challenges.

The City of Norfolk is not the city it was 30, 20, or even 10 years ago. During his State of the City address, the Mayor challenged everyone to re-imagine Norfolk. He said, “New opportunities will reshape and define us for years to come. But our progress as a city will ultimately be determined by our ability to think anew, to dare to dream, and to re-imagine this old seaport city as the coastal community of the future, the hub of economic development, and the connector and strength of the region. Leaders before us made bold decisions that gave us security and momentum that transformed our city. Now it is our time to be bold and courageous, and re-imagine Norfolk.” This proposed budget is bold.

The city manages resources for the community in a thoughtful and effective way. However, our responsibility is about more than sound financial management of public resources. Ultimately, the budget—how we spend the people’s money—is about helping people thrive in Norfolk, helping them have the best quality of life possible. Norfolk has an outstanding quality of life thanks to long-standing partnerships among the community, our elected

leaders, and city staff. Sustaining and even elevating that quality of life requires innovative ways to approach challenges. My Proposed FY 2019 Budget embodies new approaches to allocating our constrained resources to ever-growing needs.

The Proposed FY 2019 Budget is based on our economic reality. It reflects cuts that were participatory and thoughtful, while continuing to fund the Council's priorities. Economic challenges require new, community-supported solutions if we are to continue improving our quality of life. We are taking on big, bold challenges that include making investments in inclusive economic growth, infrastructure, and catching up on deferred maintenance of our buildings, vehicles, equipment and in technology. Investment in maintenance and technology was deferred during the recession and funding has never returned to an adequate level. The Proposed Financial Plan invests more than half-a-billion dollars over the next five years on capital projects that support your priorities: education, neighborhoods, infrastructure, and resilience.

The Proposed FY 2019 General Fund Budget is \$881.5 million. It is 2.8 percent, or \$24.2 million, more than last fiscal year. The overall 2019 spending plan is \$1.3 billion. The budget proposal I recommend to you changes our approach to debt, investment and maintenance; enabling you to address the challenges we face in bold, meaningful ways. The Proposed FY 2019 Budget:

- Provides additional ongoing support for Norfolk Public Schools and establishes a revenue sharing formula;
- Invests in coastal, economic, and neighborhood resilience;
- Invests in technology, vehicles, and equipment;
- Provides salary increases for employees;
- Provides a two percent supplement for retirees;
- Reduces waste management fees;
- Increases fees to cover more of the cost of providing various services;
- Increases the real estate tax rate by ten cents;
- Closes underutilized facilities;
- Reorganizes staffing citywide; and
- Stabilizes the Parking Fund.

This budget message provides you and our community with a breakdown of the components of the budget; the national, regional, and local economic context that constrain our financial capacity; an explanation of the process we used to develop this proposal; and the guiding principles that shaped our thinking.

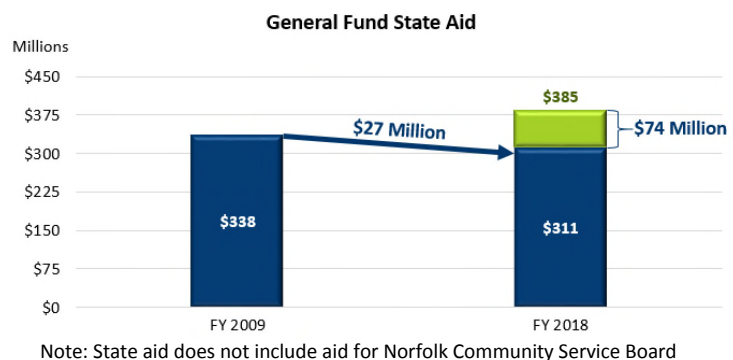
Economic Backdrop – How the Economy, State, and Federal Resources Impact our Budget

While, the city has seen targeted investment from new companies and developments, the state, regional, and local economy have not significantly expanded. Hampton Roads did not see as large of a decline in economic activity from the 2007 Great Recession as other communities. However, the region has recovered more slowly than most of the country. Norfolk experienced significant job loss between 2001 and 2014; most of this job loss is related to the recession and sequestration. In fact, Hampton Roads' civilian payroll employment is still below the pre-recession high. While job growth in Norfolk is anticipated to increase, the state and nation are projected to grow faster.

The city continues to have the highest average compensation in the region. However, the City of Norfolk has the highest number of low income census tracts in the Commonwealth of Virginia. Furthermore, the industries which are growing tend to have lower wages than the industries in which the city is losing jobs. Moving forward, the city will change its economic development model from a traditional model of a project focused place making strategy, to an inclusive economic growth model that raises the level of resilience for individuals, families, and neighborhoods.

State Aid

Support from the Commonwealth of Virginia is a significant portion of the annual budget, but support has not kept pace with inflation and demand. State aid decreased over the past 10 years by \$27 million. When adjusted for inflation, this decrease is more than \$74 million. The decline in state aid impacts funding for our priorities. Specifically, from FY 2009 to FY 2018, state aid for education decreased by \$23.9 million, or 11 percent. State aid for public safety decreased by \$1.8 million, or 13 percent. While the state reduced aid, the cost to provide these services continued to increase leaving Norfolk taxpayers to cover a larger portion education and public safety costs.



The city's Proposed FY 2019 Budget is based on Governor McAuliffe's December 2017 Introduced Budget. Typically, the city's Proposed Financial Plan is presented after the General Assembly has adopted a budget and reflect the actions of the House and Senate. The General Assembly was not able to adopt a spending plan before adjourning in March. The main point of contention was whether to expand Medicaid. The General Assembly has until the end of the current fiscal year, June 30, to adopt a budget. A budget is likely to be passed before June 30, as they will not want a government shutdown that would put the Commonwealth's bond rating at risk, adversely impact local government and school budgets, and interrupt state services. The General Assembly will return to Richmond on April 11, for the legislature to continue budget negotiations.

Federal Support

Federal support is often tied to specific programs and services such as funding for education or human services programs. The uncertainty of funding at the federal level continues to persist. In all but four of the last 40 years,

Congress passed continuing resolutions to keep federal agencies running between budgets. Without appropriations or continuing resolutions, the government may partially shut down. All appropriations bills are supposed to be signed by the President by October 1, but this rarely happens. Continuing resolutions, possible shutdown, or both, create uncertainty for the overall economy, create delays in federal contracts and grants, and delays hiring. With large federal assets in Norfolk and the region, the inability of the federal government to pass a budget creates a negative spillover effect to the regional and state economy. Thus far, in the 2018 federal fiscal year, the federal government passed four continuing resolutions and in January 2018, the federal government partially shut down for three days due to the lapse in appropriations. Six months into the 2018 federal fiscal year, Congress and the President agreed to a 2018 budget. Due to the uncertainty of future federal expenditures, the city cannot rely on federal support to provide resources to solve our biggest challenges.

Local Economy and Revenues

While Norfolk has experienced momentous growth by bringing nearly 6,000 new jobs between 2016 and 2018, much of the direct economic impact provided by the companies is remitted directly to the state through income taxes. The city is limited in its ability to raise local revenue. The city is only allowed to tax or implement fees if it is specifically allowed by either the City's Charter or by State Code. General property taxes are the largest source of locally generated revenue and are comprised mainly of real estate, personal property, and machinery and tools taxes.

The real estate tax is the largest single source of local revenue for the city. In FY 2018, 37 percent of all real estate in Norfolk is nontaxable. According to the Virginia Department of Taxation, Norfolk's revenue loss from nontaxable properties is the highest among all of Virginia's cities. As real estate assessments grew rapidly during the real estate bubble of the mid 2000's, Norfolk, like many other localities, lowered its real estate tax from \$1.40 to \$1.11. What we did not know is that the worst recession since the Great Depression was right around the corner. Over the past 10 years, real estate assessments have grown only 0.4 percent per year. This is a much slower rate of growth than the four to five percent growth we have averaged over the last 20 to 30 years. Slower real estate growth is the new normal. The slow growth of our largest local source of revenue has put stress on the city's ability to deliver services. In FY 2019, the City Real Estate Assessor projects assessment growth of about 2.5 percent.



Short-term Decisions Have Become Our Reality

As the city emerged from the Great Recession and entered its period of constrained revenue growth the city:

- Deferred maintenance on our city facilities and roads;
- Slowed the rate of replacement of technology and vehicles; and
- Relied on debt to pay some costs that would typically be part of the operating budget.

These decisions reflected the city's new financial reality and mirrored decisions that many other municipalities across the country made to make ends meet. The belief was, revenue growth would return to normal and the city would be able to slowly unwind many of these short-term decisions. The reality is, that has not happened as quickly as we hoped. The regional economy has not significantly improved, state aid has decreased, and local real estate growth has not returned to pre-recession levels.

Aging Infrastructure, Technology, and Equipment

The City of Norfolk is one of Virginia's oldest cities and much of our infrastructure reflects our age. For example:

- We have water pipes that predate World War I;
- Our oldest building is the Willoughby-Baylor House which was built in 1794;
- The average age of city buildings is 40 years;
- Our oldest parking deck is more than 50 years old;
- Our oldest vehicle is a 1986 Dodge Van which was placed in service 32 years ago (and it is still in use);
- The average age of the fleet is over 10 years old;
- We are using computers with outdated software that are no longer vendor supported; and
- Over half of our roadways, 946 of 1,786 lane miles, need major repair or replacement.



While the city delayed projects that are necessary to maintain Norfolk's quality of life, the cost of managing the city continued to increase. Our infrastructure, technology, and equipment has continued to age without adequate resources to address this challenge. As a result, much of our infrastructure has outlived its useful life resulting in higher costs and operational inefficiencies.

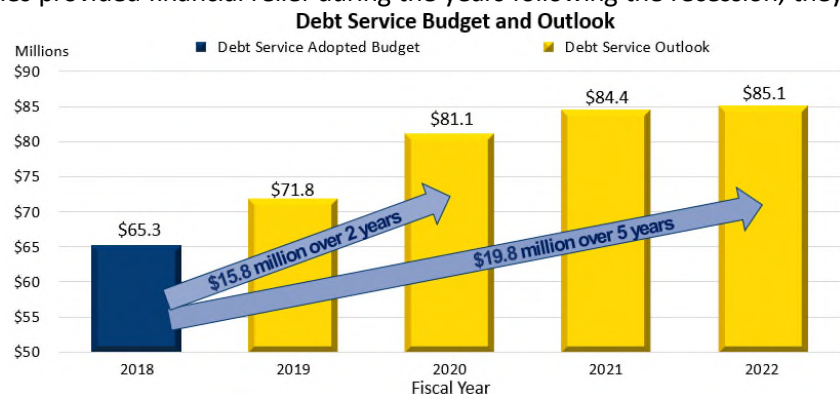
Debt Service – Paying Back What We Borrowed

While the city deferred maintenance, it invested in large generational projects. Some investments were designed to grow the city's economic base. All projects were financed largely from the issuance of debt that is repaid over time. Large city investments are supported in the city's Capital Improvement Program (CIP). Debt service refers to the scheduled payments of principal and interest on the city's previously issued General Obligation (G.O.) bonds and any new debt service resulting from a future planned issuance of bonds to finance approved capital projects. G.O. bonds are backed by the full faith and credit of the city, meaning the city commits its full taxing authority to paying bondholders.

As we made generational investments across the city from FY 2007 to FY 2017, the city's general CIP totaled more than \$1.1 billion. This equates to an average of nearly \$100 million in investment per fiscal year on the city's already moderate to high debt burden. In addition to the typical \$30 to \$40 million of annual maintenance needs, the city has funded several notable generational investments such as the Decker Half Moore Center, Light Rail, and the Slover Library. Over the past ten years, the city has invested \$158 million to construct six new schools. The single largest investment in a municipal building was the Consolidated Courts Complex. The \$122.7 million project was warranted to

head off impending legal action from Norfolk’s judges. The second and final phase of the project opened in February, which completed the consolidation the Circuit Court, General District Court, and Juvenile and Domestic Relations Court in one location.

Despite the investment in generational projects over the past decade, the city’s debt service budget decreased by more than \$20 million from FY 2012 to FY 2016. With the expectation of improved post-recession economic conditions, and to mitigate budgetary pressures of several generational projects opening simultaneously, the city strategically delayed principal payments on some of the new projects and actively managed its debt by spreading the issuance of bonds over several years. While these financing strategies provided financial relief during the years following the recession, they will also result in higher debt service costs as principal payments begin. As a result, annual debt service is projected to increase by \$15.8 million over the next two years and by \$19.8 million over the next five years.



In the years to come, as we balance the borrowing of the past and the essential investment needs of Norfolk’s future, it is imperative that we ensure that the cost of borrowing does not increasingly crowd out the resources available to provide new or expanded services to our residents. As a result, the city transitioned to a maintenance CIP in FY 2018. A maintenance CIP limits large new projects and instead concentrates on keeping our existing capital infrastructure in good working order. The Proposed FY 2019 – FY 2023 General CIP continues this period of a maintenance-focused CIP.

Impact of Salary Increases

The work of the city would not occur without the dedicated support of our employees, Team Norfolk. While the overall General Fund budget grew by 3.6 percent or about \$30 million over the last ten years, total personnel costs have increased by nearly \$53 million due to rising salary, retirement, and healthcare costs.

In FY 2015, the city introduced Attraction, Retention, Motivation, and Development (ARMD), a phased compensation initiative to attract and retain high quality employees to provide high quality services. This included a living wage for all permanent employees, a regionally competitive pay plan for sworn Police and Fire-Rescue, and annual market rate adjustments for job classifications that are regionally out of market. Having a high-quality workforce is critical to achieving our goals. The four-year program has added more than \$22 million in ongoing costs since its inception.

Budget Challenges = \$13.3 Million Budget Gap

As we reported to City Council at the fall retreat, the city was facing a deficit as we began budget development. The challenges of a sluggish regional economy, reduced state aid, anemic real estate growth, and rising debt service costs resulted in an initial base budget gap of \$13.3 million for FY 2019. The base budget does not include:

- Additional funding for Norfolk Public Schools;



- Salary increases for city employees; or
- The addition of any new programs or services.

This is a larger base budget gap than in recent years. Balancing the budget would require difficult decisions.

Balancing the FY 2019 Base Budget

We do not have enough revenue to continue doing business as we have done in the past. The first step in balancing the FY 2019 base budget was developing the guiding principles the we would use to make those tough choices.

Inclusive and Transparent Budget Process

Establishing an inclusive and transparent budget process was the first and most important principle of developing this year's budget. Engaging with our residents and employees early and often, allows the city to align resources with our community priorities. The city began community conversations on the budget earlier than prior years. In the fall, we asked residents and city staff - "how would you solve the budget gap?" Residents and employees



prioritized spending, raised revenues to support their priorities, and reduced services. In total, more than 130 people attended these workshops. The city also introduced two interactive webtools, A Balancing Act and Taxpayer Receipt. To date, more than 1,000 interactive web users explored these tools and over 145 individuals have submitted their budget priorities. When asked about the single biggest issue facing the city over the next few years, the participants

highlighted education, flooding/sea level rise, infrastructure, poverty, neighborhoods, and public safety and crime.

We have communicated our challenges early and often, including having budget discussions during your retreats. Through a series of budget vignettes, we discussed revenues, infrastructure, personnel costs, support for our outside agency partners, and summarized our challenges that framed this year's budget deliberations.

We also created a new, more inclusive process among Department Heads for operating and capital budget decisions. In January, we formed two committees: the Operating Budget Committee and the Capital Budget Committee. Each committee held several meetings over the course of the last few months, to review the city's needs and come up with collaborative, creative solutions to balance the budget and still enable the city to maintain its core services. The operating committee requested budget gap reduction strategies that can be met with either revenue increases or expenditure cuts. All executive departments, except Police and Fire-Rescue, were given a gap reduction target of 5.5 percent. Council Appointees and Constitutional Officers were asked to meet a two percent target. Limited resources require difficult choices. While the city strived to avoid any reductions to public safety, the gap was too large to hold them harmless, and they received a two percent target. In prior years, across the board cuts were implemented without this collaborative process. Each budget strategy was reviewed by the committees with the City Council's priorities in mind.

Department Budget Strategies

The Proposed FY 2019 Budget is based in our economic reality and includes participatory and thoughtful reductions, while continuing to fund the Council's priorities. Department budget strategies total **\$15.9 million**. Of which, \$12.9 million in savings is provided through reduction strategies and \$3.0 million is provided through fee.

Through our operating committee, the city established guiding principles for evaluating expenditures and fees. The guiding principles for expenditures include:

- Delivering the right services, at the right cost;
- Providing excellent core services;
- Investing in technology to meet resident expectations;
- Closing underutilized facilities and duplicative programs; and
- Identifying savings opportunities through a collaborative, inclusive process.

To evaluate our current expenditures and analyze how the city conducts our business, we created a comprehensive program catalog. Each department made a list of their programs and identified related revenues, expenditures, and full time equivalent positions. This allowed us to consider the cost-benefit of all city programs and clarify trade-offs between different spending options. This tool will continue to be refined as the city works with the community to consider the services we provide.

Expenditure Reductions

Through our expenditure guiding principles, the city will become more efficient and cost effective. We are aligning spending with historical trends in Human Services, reducing our custodial services by targeting our spending to the highest traffic areas, and closing underutilized facilities. Through the analysis and recommendation of these facility closures, the city evaluated proximity to other city assets that provide a similar service. Based on limited usage, the Oakleaf and Diggs Town Resource centers are proposed to be closed in this budget. The nine to 12 residents who use these facilities daily will be redirected to the Campostella Heights Resource Center. The budget also proposes to close Jordan-Newby library, in anticipation of the new Broad Creek Library less than a mile away. The new Broad Creek library will provide a higher level of service to the surrounding community.



I am also recommending the closure of two group homes. The Hartwick and Bayview group homes serve a total of six people with developmental disabilities. The group homes are staff intensive with 18 filled positions to provide the necessary around the clock care. The current occupants will be rehoused in privately owned group homes. Closure of the group homes requires approval from the Virginia Department of Behavioral Health and Development Services. The city will work with the state to find new housing for the occupants and acceptable reuse options for the properties.

Personnel Impact

As noted above, expenditure reductions total nearly \$13 million. At this level of reduction, impacting personnel is unavoidable. Personnel costs make up about 74 percent of the city department's operating budgets. The reduction strategies we used to close the base budget gap include the reduction of 82 permanent positions; 45 of which are currently filled and will be part of a reduction in force or RIF. The position reductions were tied to changes in programs and services and efficiency initiatives.

We are working with every one of the affected employees, helping them to find a new position within the city. I am proud that Norfolk has a good track record of placing people when they are impacted by a RIF, and I believe we can continue to achieve a good record.

We are further reducing the total number of permanent positions citywide by eliminating those positions that have no funding attached to them. Many city departments have more approved positions than can fund. As a result, it may appear that a department had more resources than it actually did to carry out city programs and services. This budget realigns personnel funding with approved positions to accurately reflect available personnel resources. This action results in a reduction of an additional 107 vacant positions for a total reduction of 189 positions.

Impact to Our Arts and Culture Partners

The city values our partnerships with outside agencies and organizations that contribute to the economic health and vibrancy of our city. As the city requested budget strategies from our departments to support our financial challenges; the proposed budget recommends a five percent cut to our partners. The five percent reduction results in over a \$900,000 savings.



Fee Increases

Our operating committee also established guiding principles for evaluating fees. Permits and fees are only charged to those who use the service. During the budget development process, we analyzed the cost to provide the service versus the fee we charge the user. Norfolk's fees should meet the following guiding principles:

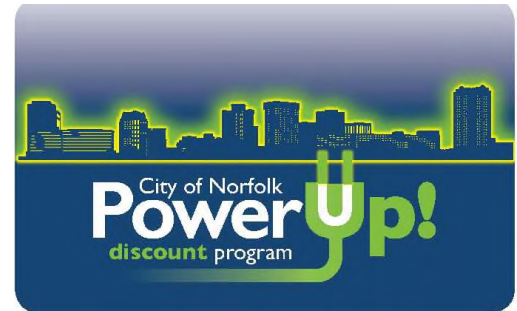
- Structure fees to provide lower costs to residents who can least afford them;
- Charge a fee to recoup costs for any service also provided by the private or nonprofit sector;
- Charge a fee to recoup costs for any optional service;
- Charge a fee to recoup costs for any service where the recipient of the service will be generating money by the receipt of the service; and
- Charge a fee for any service that has more demand than the city can provide.

For many fees, the amount charged is less than the cost to provide the service. As the cost of providing services has increased, we have not increased the fees. Our taxpayers are subsidizing these services. We analyzed our fees through our guiding principles and made adjustments that resulted in a \$3.0 million increase in revenue. The proposed budget includes an increase to fees where the user hopes to generate a profit from the service, such as certain planning fees.

This proposed budget also increases fees for services that are provided by a private or nonprofit entity, and fees for discretionary services. We are increasing the fee for before and after school care from \$20 to \$40 per week. Even with the increase, our before and after school care is still \$45 less than a comparable program from a nonprofit. We are also increasing fees for discretionary programs such as recreation, library printing, and Zoo admissions. Norfolk's recreation fees are below market. Fees in neighboring communities are on average 455 percent more for a children's yearly pass and 156 percent more for an adult's yearly pass. We are increasing Zoo admissions by \$1 dollar for Norfolk residents and \$3 for all other visitors.



In order to insure low income residents are protected from increased fees, the proposed budget creates a new program through Human Services, *PowerUP! Norfolk!* The program will provide a discount card for our residents who qualify for certain social services. City services, such as before and after school care that are essential for working families would be provided at discounted rates. The card will also allow for reduced admission fees to city-owned venues such as the Norfolk Zoo and Nauticus provide families who qualify for public assistance the same access and opportunities that youth from middle to upper income families experience regularly.



The \$3 million in fee increases and the \$12.9 million in reductions enabled us to balance the FY 2019 base budget. We balanced the base budget through a comprehensive look at our programs and service delivery models. We balanced the budget without utilizing our reserves. The base budget has fewer positions and it does not provide salary increase to our employees. The base budget level funds schools at the FY 2018 level. The base budget allows the city to provide most of the same services. The base budget does not address our challenges. The base budget is not bold. The base budget does not reflect the city we want to be.

Reimagining Our Future by Confronting Our Challenges

At its core a city's budget reflects a community's dreams, aspirations, and values. Over the last 16 months, I have listened and heard what you told us about your priorities. You want to be bold. You want to address the city's challenges. Last year, I shared my goal to make us more efficient and effective. As a result, we committed to developing a comprehensive technology replacement strategy, developing a school funding formula, and creating a cultural facilities investment plan. I am happy to report that while we have made progress on those items the city has maximized our available resources to move those and new projects forward. At the Council Retreat, City Council prioritized education, neighborhoods, public safety, and made it clear that reducing poverty would be the most impactful and effective way to create a resilient Norfolk. The Proposed FY 2019 Budget funds these investments. New investments require new revenues. The Proposed FY 2019 Budget includes a **10-cent real estate tax rate increase**. The ten cents will add \$18.5 million in resources to our budget and provides a way forward to fund City Council and resident priorities.

New Investments Require New Revenue – Real Estate Tax Increase		
Policy Initiative	Investments	Real Estate Tax Increase
St. Paul's People First and Redevelopment Initiatives	\$3,500,000	1.90 Cents
No Budget Reduction for Norfolk Police Department	\$1,200,000	0.65 Cents
Norfolk Public Schools	\$5,000,000	2.70 Cents
Resilience Initiatives	\$1,850,000	1.00 Cent
Technology, Vehicles, and Equipment	\$3,864,000	2.08 Cents
Employee Salary Increases	\$3,086,000	1.67 Cents
Total	\$18,500,000	10.00 Cents

Great Cities Solve Big Problems

St. Paul's People First and
Redevelopment Initiatives
1.90 cents = \$3.5 million

Norfolk's residents are our most valuable asset. This budget recognizes that people come first. New resources allow us to work alongside residents to create economic outcomes through improved education, employment, and training opportunities.

The St. Paul's initiative will transform an area with high concentrations of poverty into a mixed-income, mixed-use community. A revitalized St. Paul's area provides a once-in-a-generation opportunity to demonstrate what inclusive economic development really means and will create an economic engine benefitting the whole city. This neighborhood will be one where families and residents from all income levels, races, ages, and cultures can live, learn, work, play, and thrive.

While the St. Paul's area borders Norfolk's key activity centers – Downtown, the Arts District, Harbor Park, and Norfolk State University, the area faces significant neighborhood, economic, and coastal resilience challenges.

St. Paul's covers 230 acres of land with 4,200 residents whose annual median family income is only \$12,000. St. Paul's currently has three large public housing developments containing 1,680 units. The buildings were built more than 50 years ago and now functionally obsolete, and rely on declining federal funding for maintenance. More than 2,200 of the residents living in these units are children. The two public elementary schools serving the neighborhood do not meet state education standards. The area faces the additional challenge of frequent flooding. In 2017, the City Council announced that this neighborhood was a priority for action.

From August to October 2017, more than a dozen community meetings were held with residents and stakeholders to gather input on the future of the neighborhood and the services and programs needed for family success. The City and Norfolk Redevelopment Housing Authority (NRHA) immediately began to implement short-term supportive services and took actions to respond to resident requests to upgrade lighting in Tidewater Gardens and Calvert Square and improve relationships with police. The City's long-term strategy is to implement *People First*, a comprehensive program that increases self-sufficiency, financial independence, new housing choices, and successful outcomes for families living in the St. Paul's area. **With 1.9 cents of the tax increase, the city will provide \$3 million for the *People First* initiative and \$500,000 to support initial phases of project development.**



The city will also prioritize \$500,000 in Community Development Block Grant funds for infrastructure improvements within the community. The investment in the people of St. Paul's and in the physical environment will be a multi-year process. Cities have the unique ability to pull partners around the table, to solve challenges together. We will need support from our private, philanthropic, nonprofit partners, all levels of government, and residents to transform this community. The city is committed. Additionally, we are investing \$14 million over the next five years in CIP funds for demolition and disposition to begin this work.

Great Cities Have Great Public Safety

The tax increase supports the Norfolk Police Department (NPD), 0.65 cents of the increase or \$1.2 million will restore the Police Department's reduction to the budget.



Without the tax increase, we would need to evaluate restructuring NPD's budget through

either revenue or expenditure strategies. The city would have to consider charging for a bike license and increasing fees for accident reports, criminal record checks, fingerprinting, incident and offense reports, taxi permits, and pedicabs. We would evaluate reductions in special duty pays. We would also need to evaluate reducing a Police Academy's size or postponing one or more of the academies, which would lead to fewer officers in our neighborhoods.

No Budget Reduction for Norfolk
Police Department
0.65 cents = \$1.2 million

Great Cities Have Great Schools

Norfolk Public Schools
2.7 cents = \$5.0 million

We are building a great city, and a great city has a great school system. The single largest item in the city's budget is our support for Norfolk Public Schools. While state resources have declined due to the recession and decreased enrollment, the city has maintained

and increased our support to schools. From 2009 to 2018, state aid to Norfolk Public Schools has decreased by \$23.9 million. During that same period, ongoing city support has increased by \$13.5 million. The Mayor challenged the city in his State of the City Address to imagine a city where the 67 percent of our school children who now qualify for free or reduced priced lunch are one day leading and building our new economy. Neither the city or school system can become complacent with the status quo. To that end, I propose that **2.7 cents of the 10-cent tax increase go toward increasing the city's ongoing contribution to schools by \$5 million.**

I am proposing a school funding formula beginning in FY 2020 to allocate local revenues between the city and school system. A resolution to adopt this funding formula will be presented to City Council along with the FY 2019 Budget Ordinance. The funding formula is not a panacea, but it will improve financial planning for both the city and schools and transition the conversation between the governing bodies away from funding. The funding formula recognizes the crucial role the school system plays in the development of our city and provides the pathway for schools to participate in the city's economic success.



Unlike the state, which funds the school system based on enrollment, the funding formula will provide more resources to school even as their enrollment is projected to decrease. The current budget process and back and forth between the city and the school system is inefficient. By providing a transparent process to our community on the amount of resources provided from the city to the school system, we may then work together to advance our city, work on deconcentrating poverty, work on strengthening neighborhoods, and work to ensure our students are our city's future business, nonprofit, philanthropic, faith-based, and community leaders.

The Proposed FY 2019 Budget provides the groundwork for the funding formula. **Through a 2.7 cent tax increase, the budget provides an ongoing additional \$5 million to the school system.** In prior years, some additional city

support was provided through one-time funds which immediately created a gap for the school system in the next fiscal year. Beginning in FY 2020, the school system will receive 29.2 percent of the revenues outlined in the box below. All revenues will be shared by this percentage other than taxes that have been previously obligated or may be obligated in the future by state law or City Council. For example, the two-cents dedicated to the School Construction, Technology, and Infrastructure fund will be excluded from this calculation. As revenue increases, schools will receive more revenues. Based on our current projections of revenue growth, by FY 2024, the school system will have an additional \$16.5 million above FY 2018, from the city even as enrollment is projected to decrease.

Revenues Included in the Funding Formula	
Real Estate tax	Real Estate Public Service Corporation tax
Personal Property tax	Transient Occupancy (Hotel) tax
Sales and Use tax	Machinery and Tools tax
Food and Beverage (Meals) tax	Consumer Water Utility tax
Business License tax	Motor Vehicle License Fee (city)
Communication Sales and Use tax	Consumer Gas Utility tax
Consumer Electric Utility tax	Recordation tax

Innovative Solutions to Support School's Infrastructure

The city continues to support school construction, school maintenance, and their school bus fleet. This support is not reflected in the annual allocation from the city to the schools and is in addition to the proposed revenue sharing formula. This year, we celebrated the opening of Larchmont and Ocean View elementary schools, while Camp Allen elementary school is under construction. These large-scale capital projects are funded with debt and in FY 2019, the city is spending over \$17 million in debt service due largely to school construction projects of the last decade. While the school system is requesting over \$16 million next fiscal year in capital improvements, the city does not have the resources to support the request. The city will provide \$6 million in FY 2019 and an additional \$12 million over the next four years for major maintenance across the school system, and \$1 million a year from FY 2019 to FY 2023 to acquire school buses.

In addition to the support referenced above, I recommend that the city invest \$30 million in a school construction fund over the coming years through an innovative resilience partnership. In February, the city announced a partnership with Hampton Roads Sanitation District (HRSD) that will enhance the city, region, and Commonwealth's resilience. The Sustainable Water Initiative for Tomorrow (SWIFT) initiative will treat water to meet drinking water standards and pump water into the Potomac aquifer which provides for a cleaner Chesapeake



Bay, a sustainable support of groundwater for eastern Virginia, and a potential to slow, stop or reverse land subsidence due to aquifer compaction. To facilitate this partnership, the city will sell Lambert's Point Golf Course to HRSD. HRSD will pay the city \$15 million for an option to purchase the course to establish SWIFT. If SWIFT is successful, HRSD will pay the city an additional \$15 million. While HRSD is evaluating the technology, the golf course will remain open to the public and after the sale, the city will have an easement that will allow the public to have access to the water

through a rerouted Elizabeth River Trail. I propose that the revenues from this partnership, \$15 million for an option and the potential for an additional \$15 million upon closing, estimated in FY 2023, be 100 percent allocated to a city held school construction fund. These resources may support Maury High School, a Career Technical Education (CTE) School, or a new school in the St Paul's Area. The city looks forward to working with the school system and community to prioritize the use of these funds over the coming years.

Learning extends beyond K-12 education. The city is committed to lifelong learning. In the fall of 2017, the city established a Commission on Lifelong Learning to help foster a culture of learning and civic engagement in Norfolk that endures. The Commission has organized its work into three work groups: learning in education, learning in work, and learning in life. After the work groups recommend goals and action steps, the Commission will look at building on these recommendations to support a culture of learning throughout the community. By the fall of 2018, the Commission will produce a plan, with measurable results, that supports a culture of learning throughout the community. The plan is the beginning of the work. City government, its partners in the business and faith communities, nonprofit organizations, existing education systems, students, and residents all have roles in creating a lifelong learning city.

Great Cities are Resilient

Resilience is a capacity to adapt in the face of challenge. Over our four centuries, Norfolk's history is a story of resilience. Our city has adapted and grown in the face of economic disruptions, hurricanes, political upheavals, and pandemics. As a port city, a

Resilience Initiatives
1.0 cent - \$1.85 million

coastal city, and a military city, Norfolk's residents, communities, and systems have shown themselves to be the very definition of resilient. The city continues to rise to new challenges. In the face of sea level rise, federal budget disruptions, and poverty, our city, led by a bold Council, has become a global leader in developing solutions that not only address problems, but provide benefits that will help the city and its residents grow. The world is watching what Norfolk is doing, and they are joining our efforts. The Rockefeller Foundation, the U.S. Department of Housing and Urban Development, the U.S. Army Corps of Engineers, and countless others are coming to Norfolk because of the City Council's resilient approach.



This budget continues to demonstrate city's global leadership. It proposes that **one cent of the proposed real estate tax increase, or \$1.85 million a year** be used to establish a dedicated funding source for resilience projects. These funds will be used to support coastal, economic, and neighborhood resilience. Annually, this will be used to help finance resilience capital projects such as matching funds for flood mitigation projects, flood wall improvements, resilience dividends on planned projects, and resilience risk mitigation. The city will continue to pursue state and federal funding opportunities to assist the city with adapting and mitigating our shocks and stresses.

Coastal Resilience

Tidal and storm flooding are a reality in Norfolk, and we are committed to funding innovative and responsible ways to allow all residents to live safely with the water. The FY 2019 CIP includes \$9.9 million for Storm Water projects, an increase of \$2.3 million from the FY 2018 plan. Included in the Proposed FY 2019 Budget is \$1.0 million to complete the city's investment in the inner ring of Spartan Village and to build an area for water to be safely

retained. There is also \$2.9 million a year planned to reduce flooding in neighborhoods by improving and cleaning current drainage structures and completing drainage studies in neighborhoods throughout the city.

The city is working with the U.S. Army Corps of Engineers to raise and improve the downtown floodwall. The Federal Emergency Management Agency has recently issued revised maps indicating the level of protection provided by the northern end of the floodwall is inadequate. If it's not improved by the time of the next drawing, the flood insurance rates will increase. To provide adequate flood protection, the five-year CIP plans to spend \$18 million to improve the floodwall between FY 2020 and FY 2023.



Great Cities Take Care of their Assets

Technology, Vehicles, and Equipment 2.08 cents - \$3.86 million

Throughout the budget development process, we have shared our challenges. Our assets are our investments. We owe it to our residents to take care of what we purchase. Available resources do not allow us to maintain our current technology, vehicles, and equipment or invest in new technology, vehicles and equipment. **This budget includes 2.08 cents, or \$3.86 million, to modernize our technology, vehicles, and equipment to facilitate the services we provide to our residents.**



This budget invests \$7.7 million in our Information Technology infrastructure. Of the \$3.86 million tax increase, \$1.5 million will replace and upgrade key technology infrastructure. We are investing in public safety by replacing public safety radios and police in-car video cameras. We are supporting the technology backbone of the city through updating the payroll system and Microsoft Office software and replacing computer hardware, the work order system, and the 25-year-old phone system. These resources will also support transparency and inclusiveness through an open budget program and a City Council docket management system.

Our fleet continues to age. This budget invests \$8.0 million in our fleet. Of the \$3.86 million tax increase, \$2.3 million will support our vehicles and equipment. The \$2.3 million will support the purchase of a new fire pumper, police cruisers, detective sedans, and the replacement of high-mileage vehicles with more fuel and energy efficient vehicles. This increase will also purchase plow blades for all new eligible vehicles. Where possible, the city will purchase electric, hybrid, and compressed natural gas vehicles. Actions such as these will help the city reduce its carbon footprint.



The Proposed FY 2019 – FY 2023 CIP continues to invest in maintenance CIP projects to proactively protect aging infrastructure. In FY 2019, we will invest \$2.4 million in municipal buildings including \$1 million to maintain our fire stations. The proposed CIP invests \$7.3 million in streets and bridges improvements in FY 2019. Over the next five years the city will invest a total of \$37.5 million to address the \$74 million streets and bridges infrastructure backlog.

Great Cities Invest in Their Workforce

The Proposed FY 2019 Budget invests in our employees and supports retirees. Of the tax increase, **1.67 cents or \$3.1 million will support a two percent general wage increase for all general and constitutional officer employees in January 2019.** The

increase will also support a **step increase for Sworn Police and Fire-Rescue employees and market rate adjustments for our most regionally out of market classifications.** We are also continuing the Master Firefighter program.

**Employee Salary Increases
1.67 cents - \$3.1 million**

The tax increase also supports an **enhanced pay plan for sworn Sheriff's deputies.** We have worked with the Sheriff and over the next four years we will phase in a new pay plan to enhance pay, while relieving compression concerns. Sheriff deputies will receive the minimum of the new plan grade, plus \$500 for each year of service. This new plan takes into account an employee's tenure. On average, a Sheriff Deputy will receive a five percent increase in FY 2019.

The tax increase also supports a **pay increase for 911 operators.** 911 operators work in a high pressure, high stress work environment and are the first voice our residents hear when reporting an emergency. Currently, we are experiencing high turnover, which is not sustainable. I am proposing an enhanced pay plan that will provide 911 operators with an average 8.7 percent increase.



Healthcare

Healthcare remains a significant personnel cost driver. The Norfolk Healthcare Consortium was formed in FY 2014 to facilitate the transition from fully-insured healthcare to a self-insured model. Consortium members include: Norfolk Public Schools, the City of Norfolk, and Norfolk Redevelopment and Housing Authority. During 2018 an executive committee of leadership from each member organization was formed to shape the strategic direction for the consortium. The committee's focus includes collaboration, inclusiveness among all members, best practice discussions, and active financial management of the healthcare fund. The committee's active engagement and commitment resulted in premium rates being set six months earlier than the previous year.

Premium rates for 2019 were actuarially adjusted to align cost with value. This re-benchmarking resulted in employee contributions for spousal tiers increasing from 2018 employee contribution levels. Regionally, more employers are recognizing the additional cost burden they may bear for covering employee spouses who have

alternative healthcare insurance offered through their employer. In addition, families may recognize the potential for cost savings by splitting healthcare coverage among their respective employers. The overall increase in contributions is designed to provide better consumer-based decision-making. Approximately 27 percent of city employees are enrolled in spousal tiers. Conversely, 73 percent of employees will see no increase in their employee contributions to healthcare in 2019. After several years of growth in healthcare costs outpacing overall inflation, this is a welcomed relief for many.



The long-term solution to controlling growth in healthcare costs includes improving employee health and wellness. The executive committee is already hard at work developing a comprehensive wellness program for all

consortium members. The intent is to begin implementing a more coordinated and engaged wellness strategy beginning with plan year 2019. To spearhead this effort, funds have been set aside to hire dedicated staff passionate about improving the well-being of all members.

Retirement Reform

Retirement is a three-legged stool – Employee pension, Social Security, and personal savings. The city is committed to helping employees reach their retirement goals by providing a competitive retirement benefit while maintaining the long-term financial viability of the retirement system. Each employee may have different goals for retirement. The city will help our employees prepare for the future. The city will continue employee education on their city retirement benefit, as well as the need to supplement with personal savings. We implemented quarterly information sessions on city retirement, mailed a projected retirement benefit statement to all active employees, and institutionalized educating new employees on their city retirement benefits as part of the onboarding process.



The city's retirement system is an incredibly important part of our benefit package, and helps us recruit the best and brightest to the city. A defined benefit retirement plan, like the one we offer, is no longer the standard and inherently entails significant budgetary risk. Much like the Commonwealth of Virginia did a few years ago with the Virginia Retirement System, we will be introducing reforms to our retirement system to mitigate future budgetary risk, these reforms include:

- Automatically enrolling all new employees and non-participating existing employees in the city's tax advantaged 457 plan at a contribution rate of one percent. Employees will be able to opt out of this contribution but we hope this nudge will set the table for increased personal retirement savings; and
- Aligning retirement benefits for new hires and non-vested current employees with the Virginia Retirement System Hybrid Plan for retirement age and average final compensation.

During FY 2019 the city will explore other strategies to mitigate the risk inherent in our retirement system while maintaining an attractive benefit to employees.

Supporting Retirees and Beneficiaries

We value the work of our current and prior workforce. We want to ensure our retirement system remains financially stable for our retirees and beneficiaries of today and tomorrow. We have initiated various reforms to protect our fund. Before 2010, the retirement system was 100 percent supported by the employer. Our employees now contribute to the system. It is imperative that we protect the retirement fund for Team Norfolk. We have discussed with you the challenges of providing an annual supplement. Over the past few years, the city provided a one-time supplement payment to qualifying retirees. The Proposed FY 2019 Budget includes a two percent supplement on the first \$36,000 of benefits for retirees and beneficiaries who began collecting benefits before July 1, 2014. This action will assist roughly 83 percent of current retirees and represents the city's willingness to explore financially viable ways to help retirees while balancing the long-term needs of the retirement fund.

Great Cities are Made of Great Neighborhoods

Neighborhoods are the fabric of our city. At both of this year's retreats, City Council stressed the importance of neighborhoods. Our Housing Strategy includes two goals: deconcentrate poverty and strengthen neighborhoods throughout the city. Through our strengthening neighborhoods initiatives, we will give existing housing programs

strategic focus and introduce new programs to increase impact. We are implementing a pilot program in two neighborhoods: Ingleside and Monticello Village/Oakdale Farm. We will provide \$1.75 million a year for a total of \$8.75 million over the next five years for this pilot.



Change in a community begins at the block level. As part of the process, we will conduct a neighborhood inventory in both communities. The community members are critical to the success of these pilots. A Neighborhood Inventory provides an analysis of the general condition of each housing parcel in the community. In Ingleside, on a very cold day in February an excited and engaged group of 50 volunteers evaluated all 1,400 housing units. We will replicate this process in Monticello Village/Oakdale Farms this April.

The city will then evaluate the data and work with the community to provide a recommendation on how to deploy our housing tools.

We are investing in neighborhoods throughout the city to improve the quality of life for all residents. In FY 2019, we are investing \$2 million to acquire and demolish blighted properties. Our Department of Public Works is working in conjunction with the Department of Water Utilities to invest \$8.5 million over the next five years to improve curbs and sidewalks after the water department replaces old water lines so the neighborhood streets are only torn apart once.

Elizabeth River Trail

The improvement to the 10.5-mile Elizabeth River Trail spearheaded by the Elizabeth River Trail Foundation in partnership with the city will enhance our iconic waterfront and connect our neighborhoods. The trail will be divided in 11 sections that will follow the natural boundaries of the Elizabeth River and will offer opportunities to launch a kayak, walk, jog, or bike. The Foundation has a \$3.5 million fundraising goal from the private and nonprofit sector to bring this trail to life. The Proposed FY 2019 CIP Budget includes \$250,000 in city support. The total city commitment to the project is \$750,000.



Great Cities Support Inclusive Economic Growth

For businesses to successfully adapt to rising competition from abroad and disruptive technologies, they must be able to draw from local communities that are adequately preparing for the rigors of the modern economy regardless of class or race. In short, employers need talent and talent needs access.

We have included \$300,000 in the Proposed FY 2019 Budget to support the pivot in our long-term economic development strategy. Building on the tremendous place-making strategy of the past decade, we will move together towards a strategy based on the principles of inclusive economic growth. As part of the process, Norfolk will review industrial sites that are adjacent to residential properties.

By focusing on long-term growth, prosperity of individuals and firms, and inclusion of all residents, over time, we will provide more and better economic opportunities for individuals regardless of where they are on the socio-economic ladder. Everyone who chooses to be in Norfolk can thrive in Norfolk, and the investment reflected in this budget is a significant first step.

Great Cities Innovate

Cities challenge the status quo and continue to analyze new ways to conduct business. The proposed budget includes new initiatives and an evaluation of our current practices.

Data Scientist

This position will conduct citywide data analysis to be used for strategic decision-making. Job responsibilities may include interpreting complex data, conducting trend analysis, discerning patterns, and formulating data models for forecasting.

Gain Sharing

We are continuously looking for ways to save money across the city. We also want to reward employees and their departments for their cost saving ideas. Our plan is to create a gainsharing program that achieves both goals. Employees can submit their ideas through their department leadership, and once implemented and cost savings are achieved, employees and departments will receive a bonus as a percentage of the overall savings. In the coming weeks we will announce the details of this plan to department leadership and the Employee Engagement Committee in anticipation of the program starting at the beginning of the new fiscal year.



Payroll

Effective payroll processing is an essential business function that currently is managed collectively through the Departments of Human Resources, Finance and Information Technology. Through an assessment of the payroll environment, including key aspects related to ensuring a consistent successful production of payroll and optimizing the business processes, it was determined that centralizing the key payroll components within the Department of Finance will increase productivity, enhance the effective utilization of resources, enhance the end-user experience and knowledge, allow for more cross training of citywide departmental staff and ensure appropriate staff levels centrally to reduce resource constraints. Additionally, this strategic reorganization in FY 2019 will provide a single department contact for payroll-related business needs for our employees.

Procurement

To achieve a strategic procurement organization, the city's Purchasing Division needs to become more agile and resilient to meet the rapidly changing requirements of today's businesses. The proposed budget includes a Chief Procurement Officer (CPO), a newly created position designed to provide leadership on creating excellence in procurement within the Department of Finance. The CPO will be responsible for the development of a plan to strategically leverage the city's spending, identify cost savings, employ long-range operational policies and procedures that align with industry best practices and encourage innovation, increase transparency, and reduce the time to



contract with the city. The CPO will also analyze opportunities for the city to work with local, small, women, minority, and veteran owned businesses. Inclusion of procurement into the city's overall strategy will allow the city to integrate our business, technology, operations and budgeting goals to further the city's commitment to grow Norfolk's economy and adapt solutions that build a solid foundation for partnering with the business community.

This reorganization of the Division of Purchasing will allow the city to realize its goals for strategic procurement and improve the perception of Purchasing across the city.

Great Cities Cultivate Creativity

A great city has a vibrant arts and cultural scene. Norfolk's role as a regional destination for arts and entertainment continues to grow. The Proposed FY 2019 Budget invests in our cultural facilities and arts district and supports new arts and cultural initiatives.

Chrysler Hall

Over the last year, the city studied the renovation and expansion of the Scope Arena and Chrysler Hall. This budget recommends improvements to Chrysler Hall to ensure it remains the premier performing arts center in the region. The city will invest \$40 million over the next five years to update the lobbies, add concessions, create a center aisle, enhance the balcony, and modernize the facility.

Arts District Infrastructure

Over the past few years, the NEON District, Norfolk's first official arts district enhanced Norfolk's role as a regional destination for the arts and entertainment. NEON includes institutional anchors such as the Chrysler Museum of Art and its Perry Glass Studio as well as creative small businesses and public art. Norfolk looks forward to welcoming a new institution to the district, the Patricia and Douglas Perry Center at Tidewater Community College for Visual and Culinary Arts and Hospitality Management. The city will invest \$500,000 in FY 2019 to support infrastructure throughout the district.



Norfolk Theatre Festival

In partnership with the Virginia Arts Festival and Seven Venues, Norfolk will produce a theatre festival in the fall. We will endeavor to host events in the Attucks Theatre, Wells Theatre, and Little Hall, with an anchoring event in Chrysler Hall. Community discussion forums and performances for students would be part of the programming. The objective is to further solidify Norfolk as the arts and cultural center of Hampton Roads, and to activate theatres on nights on which they would otherwise be dark.

Attucks Theatre 100th Anniversary



We will develop and implement a year-long campaign during the calendar year 2019, touting the 100th anniversary of the Attucks Theatre, and its historical and cultural importance to Norfolk. In collaboration with Norfolk State University, Virginia Arts Festival, Virginia Stage Company, we will also develop and produce special programming throughout the year, in celebration of the milestone. Everything will be branded with the logo commemorating the Attucks 100th Anniversary.

Artist in Residence

A creative community supports artists in meaningful ways. In FY 2019, we will establish an Artist in Residence Program to deeply connect art and our city government. Integrated into the daily and long-term workings of the city, Norfolk's artist-in-residence will collaborate with and provide an unconventional and outsider's perspective to city employees (such as those in the Planning Department) working on specific projects. The artist will also have

their own artistic and curatorial projects, and have dedicated workspace so they can freely collaborate across city agencies. Room, board, supplies, and a stipend will be provided.

Slover Maker Studio Operations

Opening mid-summer 2018, the Maker Studio at Slover Library functions as a vibrant creative center for promoting community learning, civic engagement, and economic vitality throughout the region. The 1,500-square foot space, situated in Selden Market, features the latest technologies for 3D modeling, 3D scanning, 3D printing, and laser cutting, as well as sewing machines, soldering equipment, and an array of specialized tools and materials. The Maker Studio serves patrons of all ages and backgrounds, as well as regional libraries, area schools, and local entrepreneurs.

Nongeneral Funds

In addition to the General Fund, the city provides services through special revenue funds and proprietary funds, otherwise known as nongeneral funds. Nongeneral fund operations are supported by user fees, rather than taxes. Services provided by Nongeneral Funds include, but are not limited to Water, Wastewater, Storm Water, Towing, Waste management, and Parking. The Proposed FY 2019 Budget includes substantial changes to the Waste Management and Parking Funds.

Waste Management Fee Reduction

Norfolk renewed its Use and Support Agreement with the Southeastern Public Service Authority (SPSA) and renegotiated the tipping fee from \$125 a ton to \$65 a ton. The Proposed FY 2019 Budget passes the savings to residents, while continuing to invest in critical fleet replacement.

The budget includes a **\$3 a month reduction** in the residential solid waste, reducing the rate from \$28.01 a month, to \$25.01 a month. The rate reduction will result in a \$36 a year savings. The tipping fee reduction also allows the city to replace 18 more garbage trucks over the next five years. Replacing the fleet is critical. Over half of our current fleet is older than its useful life. Once a truck is past its useful life, it costs on average an additional \$8,000 a year to maintain.



Parking – Investing in Our System and Improving the Experience

The city has one of the largest municipally-owned and managed parking systems in the country. The system includes 16 garages, 700 metered on-street spaces, nine surface lots. In total, the system includes 20,000 spaces and the city processes more than five million transactions per year. But people don't come to downtown to park.



Parking in downtown has historically been used as a platform to achieve a variety of community and economic goals, beyond parking infrastructure, such as to incentivize economic development, to grow residential development and to activate street level retail with mixed-use office and residential above. Norfolk's downtown has experienced a renaissance, and Parking Fund provided the critical infrastructure element over the past

twenty years, but the addition of new debt financed garages, incentivized rates, and the lack of incremental rate adjustments jeopardized the long-term sustainability of the Fund. The last increase of short-term or hourly rates

was five years ago in 2013, and the last increase to long-term rates was 20 years ago in 1998. Currently, nearly half of the revenue generated by the Parking Fund is allocated to pay for debt service and it cannot become financially stable without significant changes.

The Parking Fund is an enterprise fund and is operated in a manner similar to a private entity where revenues from fees charged to customers must fully cover the operating and capital costs. At today's rates, the parking revenue covers the resources needed to operate the System and pay its debt service, but sufficient resources are not adequate to pay for maintenance and renovation of the city's aging parking infrastructure. Garage life expectancy is roughly 40 to 50 years and more than half of the garages are older than 25 years. As parking garages age, they are more costly to maintain, develop safety concerns and can cause disruptions to residents, business and visitors. There is a cost to providing a well-managed parking experience and to ensure the stability and reliability of our Parking System, immediate investment into the Fund is a necessity.

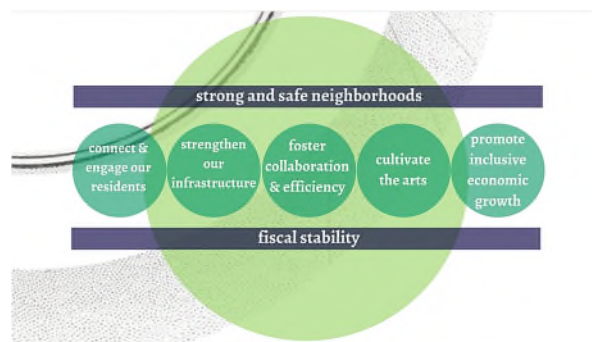
A comprehensive analysis of the System reveals the need for additional funding of approximately \$5 million in revenue to enhance the system's financial performance and improve system management. This budget reflects increases in multiple rates and fines to generate the needed funding. Further, this investment will develop a strong parking maintenance program that prioritizes facility restoration and maintenance to address the infrastructure backlog needs. The rate adjustments will allow the Parking System to update and enhance its technology that will improve customer convenience and parking information and payment options, while controlling operating costs, and provide for parking management strategies that encourage on-street parking turnovers and promotes increased vitality. A key goal is to make parking more of an amenity and leverage technology to streamline and simplify access to parking, as it is the first and last experience for many visiting Norfolk. Improvements to the System will allow for quicker garage entry and exits; more payment options, including the ability to pre-pay for parking; real-time parking availability through mobile applications, signs, and sensors; streamlined enforcement; and virtual permits. The users of the System will support a \$32.5 million investment over the next five years. I look forward to discussing these comprehensive changes to the parking system at an upcoming budget work session.



What's Next

In addition to the financial and policy-related initiatives described previously, my administration will undertake several additional efforts in FY 2019 and beyond. Here is what's next:

- We will complete a five-year strategic plan so that our long-term plans for the city can be match with medium term-goals and short-term actions. Covering the five-year period CY 2019 through CY 2023, the plan will be administration-driven, involve many in the organization, and be built around measurable goals, informed by objective data. Based around five focus areas, we are in the process of forming focus areas teams and will soon embark on a strategic planning process that will help build an



organizational culture based on creative problem solving and collaboration. Our overarching goal will be building strong and safe neighborhoods for all Norfolk residents.

- We will begin the process of creating a new economic development strategy based on the principles of inclusive economic growth. While we continue to execute and deliver high-profile, place-based projects, we will also set our sights more broadly on strategies that will improve opportunities and quality of life for our neighbors who have historically struggled to keep pace and succeed in an ever-changing world. Everyone who chooses to be in Norfolk can thrive in Norfolk.
- We plan to deliver a retirement reform plan that will reduce risk to our system, provide participants with additional retirement savings options, and continue to support our retirees. I've outlined the first phase in the presentation, but it will be a multi-phase process. These reforms will be critical as we enter FY 2020 budget development and beyond in terms of maintaining near-term fiscal stability and long-term financial health.
- We start to address our city transportation needs by advancing a comprehensive transportation strategy that will consider both our near-term mobility challenges as well as our longer-term transportation infrastructure planning. As the most multi-modal city in the Commonwealth, we have the opportunity to effectively integrate many modes of transportation into a system that provides our residents with affordable, reliable, and efficient options to move around our city and our region.
- We plan to undertake a comprehensive review of the leisure activities we offer to our residents and develop a citywide Recreation, Parks and Open Space strategy that fosters healthy lifestyles and capitalizes on the unique, natural environment that we enjoy in Norfolk. We will make access to the water a priority, capitalize on our beaches, and continue to improve the recreational services that we provide to our residents.
- We will coordinate with and support Norfolk Public Schools on a school modernization strategy that addresses critical infrastructure maintenance needs, incorporates technology into learning, and effectively prepares our students with the knowledge and skills needed to succeed in the 21st century economy. Our children are the future of our great city; it is our responsibility to ensure that they have the best possible environment in which to learn and thrive.



Norfolk Is What's Next

We must ask ourselves, what makes a great city? And what makes a city great?

I submit to you that a great city has great people – diverse people who thrive because they are educated and trained to take advantage of future opportunities. A great city has great schools. A great city has healthy and active people. A great city has a vibrant arts and cultural scene. A great city has great neighborhoods. A great city takes care of its assets.

You understand that the biggest problem facing cities is in fact complacency, an inability or unwillingness to deal with the challenges we face - challenges such as poverty reduction, sea level rise and aging infrastructure. As

President Theodore Roosevelt once said, “In any moment of decision, the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing.”

The Norfolk you lead understands that. Building a great city in the 21st Century means making transformative changes and solving big hairy problems that will propel us forward. Solving problems starts at the block level, the neighborhood level, the Ward Level, and the city level. A great city prepares a broader and more diverse set of firms, workers, and communities to reach their potential and offers a compelling opportunity for growth

You asked me during my interview in June what my legacy would be if you gave me this position. My answer has not changed: OUR legacy will be that when we were leading Norfolk, our city was the most collaborative, connected, creative and competitive community—a city that was willing to tackle big challenges like sea level rise, poverty reduction, and aging infrastructure. And we will have done this by taking on transformative projects in ways that became a model for other cities.

The national media and scholars are talking about cities on the move like Nashville, Pittsburgh, San Diego, and Copenhagen. Next, the media will be talking about Norfolk. We are building a great city – a city that is reimagined for tomorrow. This budget is bold and visionary, and helps move us closer to becoming the great city we want to be. This bold budget proposal represents a significant step in our journey toward building a great city of the 21st Century. I submit to you that **Norfolk is what’s next.**

Sincerely,

A handwritten signature in blue ink, reading "Douglas L. Smith". The signature is fluid and cursive, with the first name "Douglas" being the most prominent.

Douglas L. Smith
City Manager

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Budget Overview



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ACKNOWLEDGMENTS

The preparation of the city's annual resource allocation plan requires a tremendous amount of hard work and dedication on the part of many people. Developing expenditures and revenue information requires varying sources of data and multiple perspectives.

The FY 2019 Budget includes the assistance of many who deserve acknowledgment and appreciation:

- Residents of the city and civic leagues, particularly those who attended community outreach meetings
- Members of the city's Employee Relations Committee
- Executive budget team
- Department and office directors
- Members of the business community
- Council Appointees
- Constitutional Officers

Special recognition and gratitude to the Office of Budget and Strategic Planning staff who worked to prepare this year's budget.

Director, Office of Budget and Strategic Planning

Gregory Patrick

Office of Budget and Strategic Planning Staff

Anna Bevill, Peter Buryk, Megan Erwin, Eundene Faulks, Patricia Harrison, Lauren Kesselring, Kaitrin Mahar, Basia Mazur, Susan Meslang, Cody Moore, Cecelia Rieb, Anne Marie Strano, Natasha Turner, Emily Uselton, and Joseph Younk.

City Manager,



DISTINGUISHED BUDGET PRESENTATION AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Norfolk

Virginia

For the Fiscal Year Beginning

July 1, 2017

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Norfolk, Virginia for its annual budget for the fiscal year beginning July 1, 2017. The review process by GFOA has not commenced for the annual budget for the fiscal year beginning July 1, 2018.

This prestigious award is presented to governmental entities that prepare budget documents which exhibit the highest qualities in meeting or exceeding both the guidelines established by the National Advisory Council on State and Local Budgeting and GFOA's standards of best practices. Documents submitted for the Budget Awards Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting. The award is only valid for a period of one year only. The FY 2019 budget continues to conform to program requirements and will be submitted to GFOA for eligibility.

CITY OF NORFOLK GOVERNMENT

Norfolk City Council is the legislative body of the city government. It is authorized to exercise all the powers conferred upon the city by the Commonwealth of Virginia in the state constitution, state laws and the Charter of the City of Norfolk.

City Council is composed of eight members. Seven members are elected through a ward system, and the Mayor is elected at large by the residents of Norfolk. These members elect a vice president (Vice Mayor) of the Council. For further information on the duties, powers and meetings of the Council, call the Office of the City Clerk, 757-664-4253.

The City Council meets the first, second, and fourth Tuesday of each month in Norfolk City Hall. There are two formal meetings held at 7:00 p.m. in the Council Chambers on the second and fourth Tuesday. Work sessions are held prior to the formal meetings and on the first Tuesday of each month. Starting times of the work sessions are determined by the agenda.

The City of Norfolk operates under a Council-Manager form of government whereby the Council appoints a chief executive, the City Manager, Douglas L. Smith. The Council also appoints a City Attorney, Bernard A. Pishko; City Auditor, John H. Sanderlin; City Clerk, R. Breckenridge Daughtrey; and City Real Estate Assessor, W.A. (Pete) Rodda.

NORFOLK CITY COUNCIL MEMBERS AND CITY MANAGER



Mayor
Kenneth Cooper Alexander



Vice Mayor
Dr. Theresa W. Whibley
Ward 2



Council Member
Martin A. Thomas
Ward 1



Council Member
Mamie Johnson
Ward 3



Council Member
Paul R. Riddick
Ward 4



Council Member
Thomas R. Smigiel
Ward 5



Council Member
Andria P. McClellan
Super Ward 6



Council Member
Angelia Williams Graves
Super Ward 7



City Manager
Douglas L. Smith

CITY OF NORFOLK WARD MAP

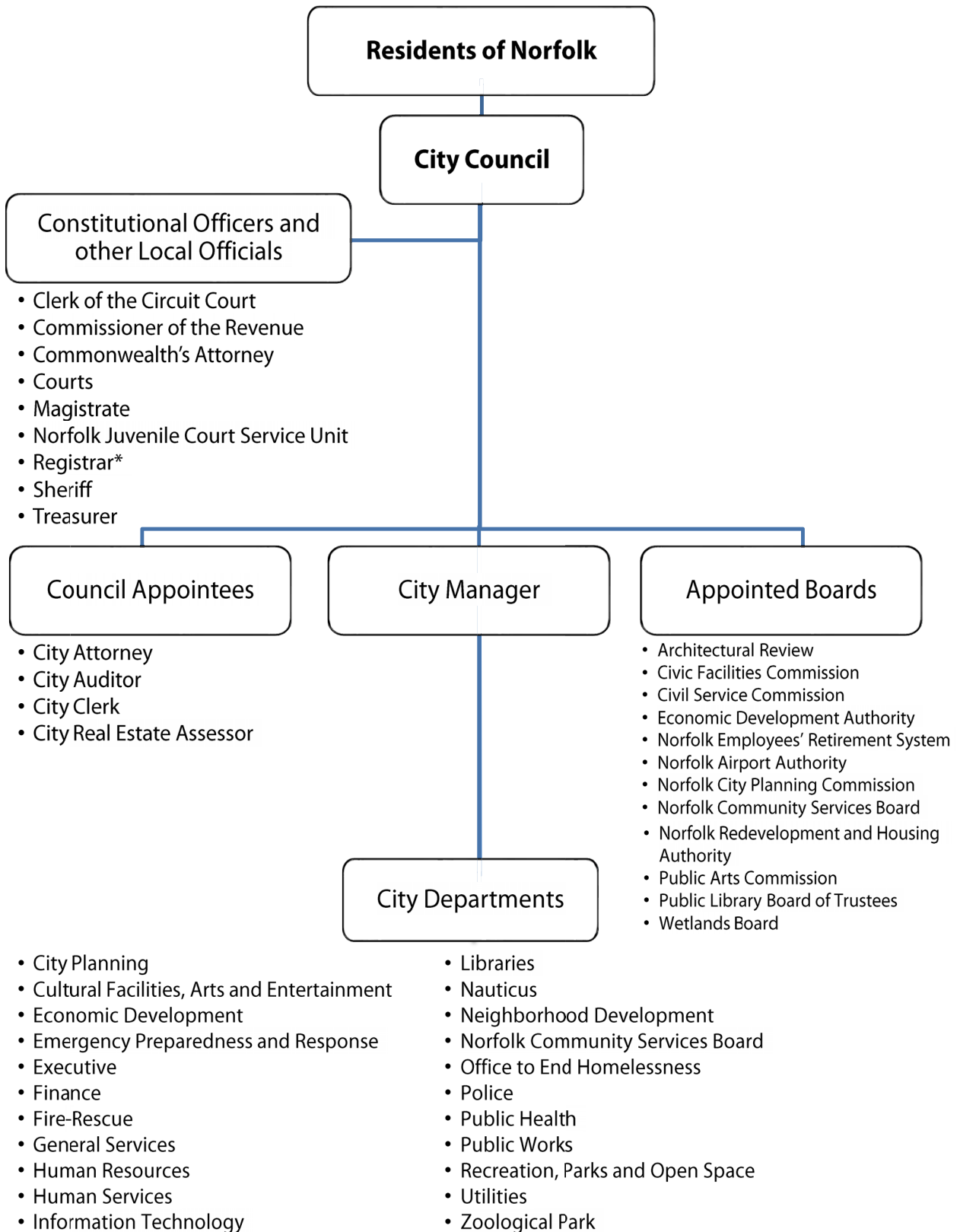


CITY COUNCIL'S VISION FOR NORFOLK

Vision Statement

- Norfolk is a national leader in the quality of life offered to all its citizens.
- This is achieved through effective partnerships between city government and its constituents.
- As a result, Norfolk is a physically attractive, socially supportive, and financially sound city.
- Here, the sense of community is strong.
- Neighborhoods are designed so that people of all ages can know their neighbors and travel the streets and sidewalks safely.
- The sense of community exists citywide.
- Norfolk is known nationally as a strategically located place where there are abundant and fulfilling employment, recreational, and educational opportunities.

CITY OF NORFOLK ORGANIZATIONAL CHART



*Appointed by State Board of Elections

READER'S GUIDE TO THE BUDGET

PURPOSE

The budget is an instrument that sets policy and summarizes public service programs provided by the city government and how the programs are funded. It is the annual plan for coordinating revenues and expenditures. The budget presented covers the period of **July 1, 2018 to June 30, 2019**. The amounts for FY 2019 are adopted through the appropriation ordinance adopted by the City Council. The Adopted Budget document may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council. Due to the state budget impasse, the FY 2019 Budget was developed based on the Governor's Introduced Budget for the 2018-2020 Biennium.

BUDGET OVERVIEW

This section provides information on budget and financial policies, fund structure, basis of budget and accounting, budget process, budget calendar, and the city's organizational chart. The section also includes revenue and expenditure summaries, discussion of major revenue sources, indebtedness, and personnel staffing. Historical revenue and expenditure amounts for FY 2017 provided in the summaries do not include designations and financial adjustments posted after June 30, 2017. FY 2019 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

ADOPTED FEE CHANGES

The Adopted FY 2019 Budget includes additional revenues generated under the direction of a new fee philosophy, which strives to recoup the costs of certain services provided by the city. Certain fees were raised that are provided by the private sector, are discretionary, enable the service recipient to earn a profit, or have more demand than the city can provide. Additionally, fees have been structured to provide services at reduced costs for lower income residents.

GENERAL FUND REVENUE AND EXPENDITURE

The General Fund is used to account for primary government services. A summary of historical and estimated revenue from each source is provided for the General Fund. For each department within the General Fund, a summary of historical and approved expenditures is provided. Historical revenue and expenditure amounts for FY 2017 do not include designations and financial adjustments posted after June 30, 2017. FY 2019 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

CITYWIDE PRIORITIES AND FOCUS AREAS

This section provides an overview of the city's focus areas and strategic direction.

DEPARTMENT BUDGETS

This section provides detailed information on the budget of each department within the General Fund. A brief description of the adopted FY 2019 budget actions and their impact on the budget and full-time equivalent (FTE) personnel are provided in this section. Historical revenue and expenditure amounts for FY 2016 and FY 2017 provided in the department summaries do not include designations and financial adjustments posted after June 30 of each fiscal year. FY 2019 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

DEPARTMENT BUDGET STRATEGIES

The Adopted FY 2019 budget is based in the city's economic reality. It reflects reductions to departments and fee increases that were thoughtful, developed with participation across the organization, and were not across the board, while continuing to fund the Council's priorities. Guiding principles were identified for expenditures and fees to steer the budget strategy discussion.

PUBLIC SCHOOL EDUCATION

This section provides information on the adopted appropriation for Norfolk Public Schools. FY 2019 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

SPECIAL REVENUE, ENTERPRISE, AND INTERNAL SERVICE FUNDS

These sections provide detailed information on the adopted budget of the city's Special Revenue, Enterprise and Internal Service Funds. A brief description of the adopted FY 2019 budget actions and their impact on the budget and full-time equivalent (FTE) personnel are provided in this section. Historical revenues and expenditures for FY 2016 and FY 2017 provided in the department summaries do not include designations and financial adjustments posted after June 30 of each fiscal year. FY 2019 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

UNFUNDED REQUESTS

The city began FY 2019 Budget Development with a base budget gap. Growth in ongoing revenues did not support corresponding growth in expenditures required to maintain the same level of service as FY 2018. With finite resources, the FY 2019 budget required strategies to grow revenue, reduce expenditures, and enhance existing service levels. With an initial base budget gap, the city cannot afford to fund all enhancements requested by departments. The Unfunded FY 2019 Budget Requests report shows enhancements that were requested by departments, but not funded in the FY 2019 budget.

CAPITAL IMPROVEMENT PLAN

The city's debt service as a percentage of the General Fund budget must not exceed ten percent. Net debt, as a percentage of property, must not exceed 3.5 percent. Due to these affordability measures, the city cannot afford to fund all requested General Capital projects. Over the past decade CIP projects have averaged nearly \$100 million annually. As a result, the city is drawing close to the self-imposed debt affordability measures. The five-year outlook for CIP projects reflects a maintenance phase until debt service obligations from recent generational projects is reduced. The Unfunded CIP Request Report shows projects that were requested by departments, but not included in the five-year Capital Improvement Plan.

ANNUAL PLAN - U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) ENTITLEMENT GRANT PROGRAM

This section contains the Annual Plan for the Community Development Block Grant (CDBG), HOME Investment Partnerships Program, and Emergency Solutions Grant Program. The Annual Plan identifies the annual funding of the city's priority community development projects and activities as outlined in the five-year Consolidated Plan. FY 2019 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

NORFOLK STATISTICAL INFORMATION

This section provides statistical and general information about the city such as an overview of the organization, services, and selected functions.

ORDINANCES, GLOSSARY, AND INDEX

The ordinances included are those adopted by the City Council establishing the operating budget, capital improvement plan budget, and the Annual Plan. The glossary provides definitions of budget-related terminology. The index contains an alphabetical reference of information contained in the document.

FINANCIAL POLICIES

OPERATING BUDGET

The operating budget for the city is developed pursuant to Section 67 of the Charter of the City of Norfolk, Virginia. In accordance with the City Charter, the City Manager submits to the City Council, no less than 60 days before the end of the fiscal year, a proposed operating budget for the ensuing fiscal year. The operating budget includes expenditure amounts based on detailed estimates furnished by departments and other divisions of the city government. The budget is presented in a manner that identifies appropriations, taxes, and estimated revenues with comparative statements. The budget is prepared by fund and department.

Following the formal presentation of the Proposed Budget by the City Manager, a public hearing is conducted to provide an opportunity for the public to make comments on the proposed operating budget and any proposed tax and fee adjustments such as, proposed changes to the real estate tax rate. The public hearing for the operating budget is held at least seven days prior to City Council's approval of the budget. City Council is required to approve a final operating budget no later than 30 days before the end of the current fiscal year.

The formal approval of the budget is executed by the adoption of the ordinance delineating appropriations by fund. Additional budget controls are exercised administratively on an appropriation unit basis over combinations of object categories (account groups: personnel services, materials, supplies and repairs, contractual services, equipment, public assistance, department specific appropriation, and debt service), as well as on a line item basis over individual objects (budget accounts). Departments may transfer funds within a departmental budget with approval from the City Manager or the Office of Budget and Strategic Planning.

The City Manager or designee is authorized to transfer from any department, fund, or activity which has an excess of funds appropriated for its use to any department, activity or fund all or any part of such excess. Basic policies and guidelines for the development of the city's annual budget are provided below.

The administration is committed to high standards of financial management and currently maintains and follows financial practices and guidelines. In July 2013, City Council passed a resolution to update the city's policies on reserves and use of surplus funds, commit to achieving a structurally balanced budget (achieved in FY 2015), formalize the city's long-standing self-imposed debt affordability measures, and provide for the long-term financial sustainability and viability of the Parking Facilities Fund. Financial policies demonstrate commitment to consistent financial practices, operational efficiencies and best practices; preserve fiscal integrity; and improve fiscal stability to promote long-term fiscal sustainability. Sound financial management practices contribute to maintaining high city credit ratings and lower borrowing costs for capital projects.

GENERAL FUND BALANCE RESERVES

Annually, after the close of the fiscal year, the Department of Finance produces a schedule of all fund variances to the final budget. Analysis of compliance with the city's reserve requirements and a plan for the use of excess funds is included in a year-end report submitted by the City Manager to the City Council. The City Manager may recommend policy or procedure changes based upon circumstances identified in the year-end analysis.

The purpose of a reserve is to act as the city's "savings" account to meet emergency and unanticipated needs without jeopardizing ongoing provision of city services. Establishment and maintenance of general operating reserves is considered one of the most effective management practices a local government can employ. Reserves help to cushion against annual cash flow disruptions. The appropriate size of reserves depends on variability of

revenues and expenditures and cash flow needs. The city's General Fund reserve policy and practices include the following.

Unassigned General Fund Balance ("five percent reserve") – The city maintains an unassigned General Fund balance equal to at least five percent of the annual General Fund budget to help mitigate current and future risks and provide temporary funding for unforeseen emergency or catastrophic needs. The FY 2018 minimum of \$43,118,803 is based on the projected Amended FY 2018 General Fund Budget of \$862,376,054.

Risk Management Reserve – The city is self-insured for many of its risk exposures. The city has targeted a reserve equal to the three year average of self-insured liability and property claim expenses plus \$4.0 million dollars for a catastrophic reserve including extraordinary workers' compensation expenses, not to exceed \$5.0 million and no less than \$3.0 million. The reserve was reduced to \$840,162 from \$5,740,162 in FY 2008 to settle a major general liability claim. Since then, City Council has brought the reserve to its financial policy goal of \$5.0 million by setting aside approximately \$1.0 million from the year-end surplus in fiscal years 2010, 2012, 2015, and 2016.

Economic Downturn Reserve – The city strives to meet the goal set at 2.5 percent of the three year average of real estate tax revenues, not to exceed \$5.0 million and no less than \$3.0 million to abate the impact of short-term economic downturns on the overall budget and to build adequate reserves to transition the impact of extreme swings in revenues and/or expenditures such as the retirement contribution, health insurance, or unforeseen emergencies. The City Council has brought the reserve from \$2.0 million in FY 2011 to its financial policy goal of \$5.0 million by setting aside \$1.0 million from year-end surpluses in FY 2012, FY 2015, and FY 2016.

Reserve	Purpose	FY 2018 Minimum	FY 2018 Projected
Unassigned General Fund Balance ("five percent reserve")	Good management practices recommend accumulation of undesignated funds to mitigate current and future risks and provide temporary funding of unforeseen emergency or catastrophic needs.	\$43,118,803	\$43,118,803
Risk Management Reserve	Because the city is self-insured, a reserve is needed in the event of major unanticipated workers compensation or general liability claims.	\$3 - \$5 million	\$5,000,000
Economic Downturn Reserve	To abate the impact of short-term economic downturns on the overall budget and to build adequate reserves to transition the impact of extreme swings in revenues and/or expenditures. The reserve is intended to be used as needed, whereas the "five percent reserve" is to be used for catastrophic needs or unforeseen emergencies.	\$3 - \$5 million	\$5,000,000

Amounts in the table exclude reserves for encumbrances and other legally restricted reserves and designations. The "five percent reserve" and the Economic Downturn Reserve are required by governmental accounting standards ("GASB 54") to be classified in the unassigned General Fund balance and were formerly in the unreserved, undesignated fund balance and unreserved, designated fund balance, respectively.

DEFINITION AND USE OF SURPLUSES

The budget prioritizes and plans the use of financial resources based on the best data available at the time the budget is adopted. Appropriated revenues and expenditures are projections and are not exact. Funds in excess of budget projections may occur and are referred to as surpluses. In terms of budget forecasts, the city has a goal or benchmark to be within two percent of the projected budget similar to the Commonwealth of Virginia.

The financial policies adopted by City Council in July 2013 state that once the city has achieved a structurally balanced budget, then in subsequent fiscal years when the final approved General Fund undesignated and unassigned surplus is at least 0.5 percent of the General Fund budget, one half of the surplus (up to \$2.0 million) shall be used for the following items listed in order of priority or as recommended by the City Manager:

- Cash Payments for Capital Improvement Projects - excess surplus amounts may be used to provide cash funding for capital projects to reduce the future debt burden upon the city;
- Retirement of Existing Debt - excess surplus amounts may be used to pay principal on existing bonds or any other existing debt; or
- Funding Reserves - the city will add to each of its reserves in the following order of priority until each reserve has reached its respective goal: (1) General Fund Unassigned Balance ("five percent reserve"); (2) Risk Management Reserve; and (3) Economic Downturn Reserve.

To the same extent the city attempts to match one-time revenues with one-time expenses, a one-time surplus will also be matched with one-time expenditures. Although the unprecedented economic times and stagnant growth have led the city to generate and use one-time budget savings to help balance the budget in prior years, the city has significantly reduced its reliance on one-time resources in balancing the budget.

DEBT MANAGEMENT

The Commonwealth of Virginia imposes a legal limit of ten percent of the assessed valuation of taxable real property as a ceiling on the amount of general obligation borrowings. Based on the assessed valuation of taxable real property, the city's legal debt limit (debt the city can issue without referendum) exceeds \$1.9 billion (see City Indebtedness section). While this is the legal limitation, the city is well aware it cannot take on expenditures beyond its fiscal means. Therefore, the city strives to adhere to the following adopted self-imposed debt ratios to guide the development of the Capital Improvement Plan:

- Debt Service as a percent of the General Fund budget should not exceed ten percent; and
- Net debt as a percent of taxable property should not exceed 3.5 percent.

In determining general obligation debt limitations, certain classes of indebtedness may be excluded, such as: revenue anticipation notes maturing in one year or less; general obligation bonds payable from a specified revenue producing undertaking so long as the undertaking is self-supporting; capital leases; and revenue bonds. The city's Water enterprise operations are solely funded through self-supporting revenue bonds, while its Wastewater operations are a combination of self-supporting, general obligation and revenue bonds. The city's operation for Parking, Storm Water, and Towing bonded debt is self-supporting utilizing general obligation bonds.

The city has never defaulted on the payment of either principal or interest on its general obligation debt.

CAPITAL IMPROVEMENT PLAN

The city uses several guiding principles and best practices to manage the Capital Improvement Plan (CIP). The principles (see Guiding Principles under CIP section) governing the CIP are closely linked with the debt management practices mentioned in the previous section. Using the principles as a foundation, the CIP is developed to promote capital infrastructure to support the city policies by establishing a five-year capital implementation plan. In formulating this long range plan, input is solicited from various parties such as city

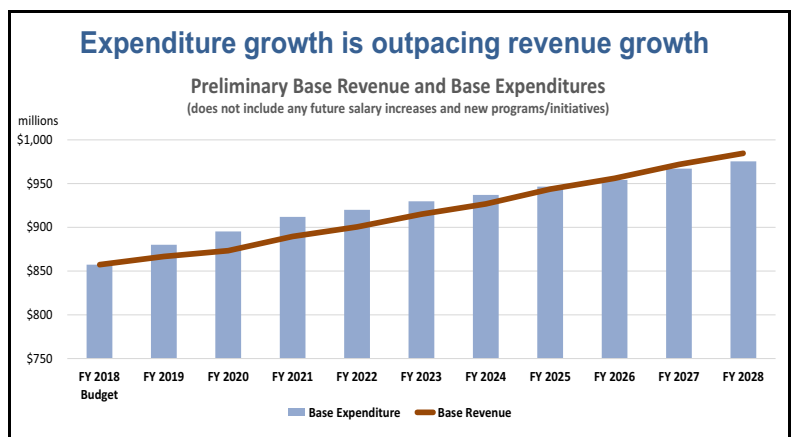
departments, City Council, residents, and businesses. The CIP includes projects that meet the following city policy areas (see CIP section for definitions):

- Education
- Economic Development
- Environmental Sustainability
- Cultural Facilities
- General and Other
- Neighborhood Development
- Public Buildings
- Parks and Recreation Facilities
- Transportation

To be included in the CIP, the project must cost \$75,000 or more and should extend the life of the asset by more than the life of the debt instrument used to finance the improvement or grant program. Various sources of funding are used to fund the CIP. These sources include General Fund supported debt and nongeneral fund supported debt, such as revenue bonds or cash contributions from various resources. For general capital improvements, the city strives to achieve an annual pay-as-you-go cash contribution.

MULTI-YEAR PLANNING

The city's multi-year planning process includes preparing a five to ten-year base budget forecast annually. The multi-year forecast of revenues and expenditures enables the city to identify long-term financial challenges and plan for the upcoming budget. In the summer of each fiscal year, the Office of Budget and Strategic Planning ("Office") begins the process of compiling information for the forecast from city departments and partner agencies. In FY 2018, the Office also began requesting city departments to provide ten-year projections of the cost of previously approved FY 2019 requests



considered during the FY 2018 - FY 2019 budget development process. Information gathered and incorporated into the multi-year forecast during FY 2018 included: federal/state funding changes anticipated; contractual or inflationary increases to maintain the current level of services; annualized cost of services partially funded in the FY 2018 budget; anticipated cost savings; and operating costs and revenue associated with new facilities projected to open based on the Adopted Five-Year CIP. The chart summarizes the base multi-year revenue and expenditure forecast presented to the City Council at their annual fall retreat held September 2017. The base forecast does not include funding for budget enhancements, new programs, or initiatives under consideration, or policy changes requiring City Council or administrative action, such as salary increases and tax rate changes.

FUND STRUCTURE

The city uses fund accounting to ensure and demonstrate compliance with finance-related legal and regulatory requirements. A fund is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities or objectives. The city's funds can be divided into four categories: governmental funds, proprietary funds, component unit funds, and fiduciary funds.

GOVERNMENTAL FUNDS

Governmental funds consist of the General Fund, Special Revenue Funds, Capital Projects Fund, Debt Service Funds, and Permanent Fund (see following section). Most governmental functions of the city are financed through these funds. Governmental funds are supported by taxes and intergovernmental revenues. The modified accrual basis of accounting is used for the budgets of all governmental funds.

General Fund

The general operating fund of the city accounts for all financial transactions of the general government, except those required to be accounted for in another fund. The General Fund accounts for the normal recurring activities of the city such as, police, public education (K-12), public works, and general government. These activities are funded by revenue sources such as: general property taxes; other local taxes; permits, fees and licenses; fines and forfeitures; use of money and property; charges for services; recovered costs; and non-categorical aid, shared expenses and categorical aid from the Commonwealth and Federal Government.

Special Revenue Funds

The Special Revenue Funds account for the proceeds of specific revenue resources restricted or committed to expenditure for specific purposes (other than expendable trusts or major capital projects) and require separate accounting because of legal or regulatory provisions or administrative action.

Capital Projects Fund

The Capital Projects Fund accounts for the acquisition, construction, or renovation of major capital facilities of the city and Norfolk Public Schools.

PROPRIETARY FUNDS

Proprietary funds consist of Enterprise Funds and Internal Service Funds. Enterprise Funds account for operations similar to those found in the private sector and include Water Utility, Wastewater Utility, and Parking Facilities Funds. Internal Service Funds account for the financing of goods and services provided by one department to other departments in the city on a cost reimbursement basis and include Healthcare and Fleet Management Funds. The Proprietary Funds measurement focus is based upon determination of net income, financial position and changes in financial position. The full accrual basis of accounting is used to budget for all Proprietary Funds.

Enterprise Funds

Water Utility Fund

This fund accounts for the operations of the city-owned water system. The cost of providing services is financed or recovered through user charges to customers, which include Norfolk residents, commercial customers, the U.S. Navy, and other regional localities and authorities.

Wastewater Utility Fund

This fund accounts for the operation of the city-owned wastewater (sewer) system. The cost of providing services is financed or recovered through user charges to Norfolk residential and commercial customers.

Parking Facilities Fund

This fund accounts for the operation of city-owned parking facilities (garages, lots, and on-street meters). The cost of providing services is financed or recovered through user charges for long-term and short-term customer use and fines for parking violations.

Internal Service Funds

Healthcare Fund

This fund accounts for the financing of medical coverage provided to employees of the Norfolk Healthcare Consortium through a city-administered health insurance plan. The Consortium includes the City of Norfolk, Norfolk Public Schools, and the Norfolk Redevelopment and Housing Authority. Employees and the Consortium share the costs of the health insurance premium. Medical claims, administrative costs, wellness program costs, fees related to the Affordable Care Act, and benefit consultant expenses are paid by the Healthcare Fund.

Fleet Management Fund

Fleet Management provides maintenance, repair, and service for the city fleet of vehicles, heavy equipment, and miscellaneous machinery on a cost reimbursement basis.

COMPONENT UNIT FUNDS

Education

The city's total budget includes the funds of the Norfolk Public Schools. The primary sources of revenue are the city's local contribution, basic school aid and sales tax revenues from the state, and educational program grants. Major expenditures are for instructional salaries and schools' facility operating costs.

School Operating Fund

The School Operating Fund is the General Fund of the School Board. It accounts for all financial resources except those required to be accounted for in another fund, such as School Nutrition Services.

School Grants

This fund accounts for revenues and expenditures for federal, state, and other grants for educational programs.

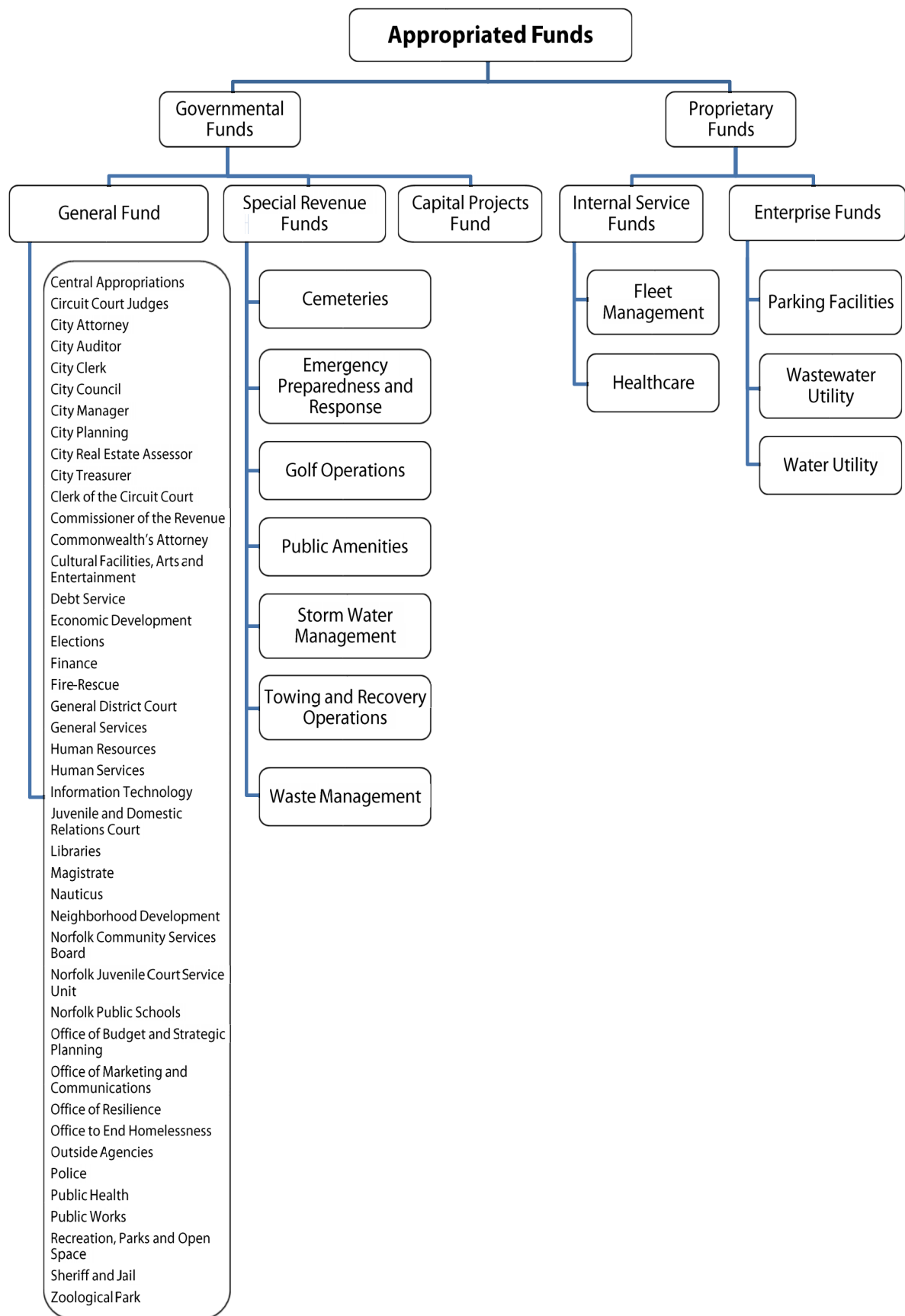
School Nutrition Services

This fund supports the school breakfast and lunch program. School Nutrition Services is a self-funded non-reverting operation supported through cafeteria sales and federal and state reimbursements.

FIDUCIARY FUNDS AND PERMANENT FUND

Fiduciary Funds are used to account for resources held for the benefit of parties outside the city and include the city's Pension Trust Fund and the Commonwealth of Virginia Agency and Other Agency Funds. The Permanent Fund is used to report resources legally restricted to the extent that only earnings (not principal) may be used to support the program and includes the fund for Cemetery Perpetual and Endowed Care. Fiduciary and Permanent Funds are not included in the city's budget, since the resources in such funds are not available to support the city's own programs. Fiduciary Fund statements are presented separately within the city's Comprehensive Annual Financial Report.

CITY OF NORFOLK FUND STRUCTURE



BASIS OF BUDGETING AND ACCOUNTING

BASIS OF BUDGETING

The budgets of governmental fund types (General Fund, Special Revenue, and Capital Projects Funds) of the city are generally prepared on the modified accrual basis of accounting. The accrual basis of accounting is generally used to budget for the Enterprise Funds and Internal Service Funds except for depreciation, debt principal payments, capital outlay, and contractual commitments (see Basis of Accounting below).

For the modified accrual basis, expenditures are recorded as expenditures when the related fund liability is incurred (other than interest on general long-term liabilities). For budgetary purposes, purchase orders issued and other contractual commitments are considered expenditures when executed. Revenues are recorded when they are measurable and available. The accrual basis recognizes expenses when the liability is incurred regardless of the related cash flows. Revenues, however, are recognized when earned. The accrual methodology is based upon known present and future expenses and revenues and not upon cash spent or received.

The level of control at which expenditures may not exceed the budget is at the department level for the General Fund and fund level for all other funds. The City Manager or designee is authorized to transfer from any department, fund, or activity with excess funds appropriated to any department, fund, or activity all or any part of such excess appropriation. Appropriations lapse at the end of the fiscal year, except appropriations that are designated or are for the Grants (Special Revenue) and Capital Improvement Programs, which are carried forward until the designation, grant or project is completed or terminated.

BASIS OF ACCOUNTING

The Comprehensive Annual Financial Report (CAFR) presents the status of the city's finances in accordance with Generally Accepted Accounting Principles (GAAP). In most cases this conforms to how the city prepares its budget. Exceptions are as follows:

- Compensated absences are recorded as earned by employees (GAAP basis), as opposed to being expended when paid (Budget basis);
- Principal payments on long-term debt within the Proprietary Funds reduce the amount of debt remaining on a GAAP basis as opposed to being expended on a Budget basis;
- Capital Outlay within the Proprietary Funds is recorded as assets on a GAAP basis and expended on a Budget basis;
- Depreciation expenses are recorded on a GAAP basis only; and,
- Recording unfulfilled purchase orders and contractual obligations as expenditures in the year executed.

In addition to the fund financial statements, government-wide financial statements are prepared on the accrual basis of accounting. In government-wide financial statements, certain funds are grouped together for reporting purposes.

BUDGET PROCESS

FORMULATION OF THE CITY MANAGER'S BUDGET

The City Charter requires the City Manager to prepare and submit to the City Council an annual budget.

The annual budget process commences at the beginning of the fiscal year. The budget calendar establishes the timeline for the process, dates for submission of departmental requests, budget work sessions, and public hearings leading to final adoption of the budget.

Department requests are based on budget instructions. Each request must relate to the organization's program objectives and the priorities of the city. The requests are received and compiled by the budget staff. Due to revenue constraints, departments are generally encouraged to develop proposals to realign or reduce expenditures rather than seek additional funding.

An operating budget is adopted each fiscal year for the General Fund, Enterprise Funds (Water Utility, Wastewater Utility, and Parking Facilities), Special Revenue Funds (Cemeteries, Emergency Preparedness and Response, Golf Operations, Public Amenities, Storm Water Management, Tax Increment Financing, Towing and Recovery Operations, and Waste Management), and Internal Service Funds (Fleet Management and Healthcare). Budgets are also individually adopted within the Special Revenue (Grants) Fund. Ordinances are generally adopted when a grant to the city has been awarded.

All funds are under formal budget control, the most significant of which is the General Fund. No less than sixty days before the end of the current fiscal year, the City Manager submits to the City Council a proposed operating budget for the next fiscal year. The Operating Budget includes recommended expenditures and the means to finance them. The Adopted Budget may include technical changes made after the City Manager's presentation of the Proposed Budget to City Council.

CITY COUNCIL'S AUTHORIZATION AND APPROPRIATION

After general distribution of the Proposed Budget, public hearings are conducted to obtain comments and recommendations from the public. No less than thirty days before the end of the fiscal year, the City Council shall pass an annual appropriation ordinance which shall be based on the budget document submitted by the City Manager and subsequent changes made by the City Council. The annual operating budget ordinance appropriates funding for use by departments for salaries, benefits and positions, and nonpersonnel as set forth in the detailed budget document. Amounts appropriated to each department are intended to be expended for the purposes designated by object group categories including: personnel services; materials, supplies and repairs; general operations and fixed charges; equipment; public assistance; department specific appropriation; and debt service.

CITY MANAGER'S AUTHORIZATION

In accordance with the City Charter, at least sixty days before the end of each fiscal year, the City Manager shall prepare and submit to the City Council an annual budget for the ensuing fiscal year. The budget shall be balanced at all times. The total amount of appropriations shall not exceed the estimated revenues of the city.

In a given year, the City Manager or designee is authorized to transfer from any department, fund, or activity with excess funds appropriated to any department, fund, or activity as necessary.

BUDGET IMPLEMENTATION

Once the budget is adopted, it is effective on July 1 and becomes the legal basis for the programs and services of each department of the city during the fiscal year. No department or other agency of the city government may spend in excess of adopted and appropriated amounts, unless authorized by budget transfer as approved by the City Manager or designee. Financial and programmatic monitoring of departmental activities to ensure conformity with the budget takes place throughout the year. The budget can be found in the libraries and on the city website. The City Manager is responsible for maintaining a balanced budget at all times. In the event a gap is identified between revenues and expenditures, the City Manager will take actions necessary to rebalance the budget. Budget amendments may be made by the City Council to meet the changing needs of the city. The means by which the City Council may amend the budget include, but are not limited to, appropriation of additional funds and decreasing the amount of appropriated funds.

CAPITAL IMPROVEMENT PLAN AND CONSOLIDATED PLAN

City Council also adopts a Capital Improvement Plan Budget and a Consolidated Plan Budget. These budgets are submitted by the City Manager with the Operating Budget, and public hearings are held and the budgets are legislatively enacted through adoption of ordinances.

Appropriations for project funds and grant funds do not lapse at year end, but continue until the purpose of the appropriation has been fulfilled or terminated. Amendments to these budgets may be affected by the actions of the City Council. The level of budget control is on a project basis with additional administrative controls being exercised.

BUDGET PRINCIPLES AND POLICIES

These include the following:

- Provisions to strive for a structurally balanced budget whereby ongoing expenditures are supported by ongoing revenues;
- Preparation of a mid-year budget update, reporting projected revenues and expenditures for the entire fiscal year and receipt of unanticipated revenues and other major changes to the adopted budget;
- Preparation of a five to ten-year forecast, which serves as the basis for the City Manager's annual recommended budget; and
- Requirement that the City Manager prepare a Five-Year Capital Improvement Plan that incorporates operating costs and is stated in "year of expenditure dollars."

BUDGET CALENDAR

Date	Responsible Party	Description	Legal Requirement
September 2017 - December 2017	City Departments	Department Program Catalog Development with Budget Staff Departments Submit Operating and Capital Improvement Budget Requests	N/A
October 2017 - December 2017	Budget and Strategic Planning Marketing and Communications Neighborhood Development Executive Staff	Community and Employee Outreach (Budget Exercise)	N/A
December 2017 - February 2018	Budget and Strategic Planning Executive Staff City Departments	Department Meetings with Budget Staff and Operating and Capital Budget Committees Operating and Capital Budget Committee Meetings	N/A
February 2018	Budget and Strategic Planning	City Manager's Mid-Year Budget Review and Financial Update	N/A
April 1, 2018	Norfolk Public Schools	School Board Approved Operating Budget to City Council	Code of Virginia 15.2-2503
April 3, 2018	City Manager	City Manager Presentation of Proposed Budget to City Council	City of Norfolk Charter Sec. 67
April 4, 2018	City Clerk	Public Hearing Notice of the HUD Grant (CDBG, ESG, and HOME) Budget	U.S. Department of Housing and Urban Development (HUD)
April 8, 2018	City Clerk	Public Hearing Notice of the Operating and Capital Improvement Plan Budgets, Real Estate Tax Rate Increase, and Real Estate Tax Increase (due to increased reassessment)	Code of Virginia 15.2-2506, 58.1-3007, 58.1-3321
April 10, 2018	City Council	1 st City Council Worksession	N/A
April 18, 2018	City Council	Public Hearing on the Operating, Capital Improvement Plan, and HUD Grant (CDBG, ESG and HOME) Budgets and Real Estate Tax Rate Increase	Code of Virginia 15.2-2506, 58.1-3007 U.S. Department of Housing and Urban Development (HUD)
April 24, 2018	City Council	2 nd City Council Worksession	N/A
May 3, 2018	City Council	3 rd City Council Worksession	N/A
May 8, 2018	City Council	4 th City Council Worksession	N/A
May 10, 2018	City Council	Public Hearing on the Real Estate Tax Increase (due to increased reassessment)	Code of Virginia 58.1-3321
May 13, 2018	City Clerk	Public Hearing Notice of the Cigarette and Bed Tax Rate Increase	Code of Virginia 58.1-3007
May 22, 2018	City Council	Public Hearing on the Cigarette Tax and Bed Tax Rate Increase City Council Budget Adoption	Code of Virginia 58.1-3007, 15.2-2503 City of Norfolk Charter Sec. 68

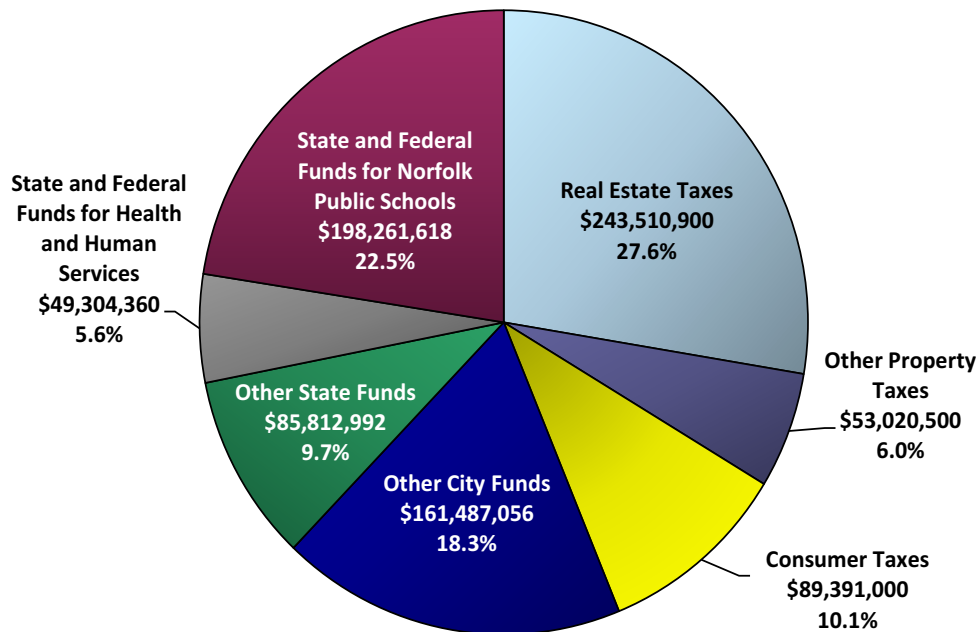
GENERAL FUND BUDGET OVERVIEW

Adopted FY 2019 General Fund Revenues \$880,788,426

Funding for Norfolk comes from a variety of sources as shown at right.

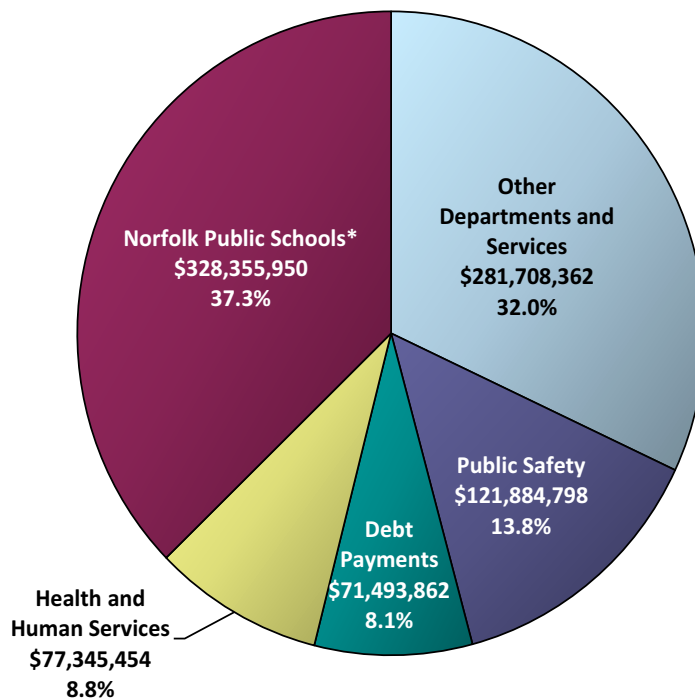
"Other City Funds" include local taxes, fees, charges, fines, rent and interest.

"Consumer Taxes" include sales, hotel, meals, admissions and cigarette taxes.



Adopted FY 2019 General Fund Expenditures \$880,788,426

In the FY 2019 budget, "Other Departments and Services" include public works, libraries, recreation, cultural facilities, zoo, Nauticus, planning, neighborhood development, economic development, finance, human resources, information technology, general services, legislative, executive, law, judicial, constitutional officers, outside agencies, and central appropriations.



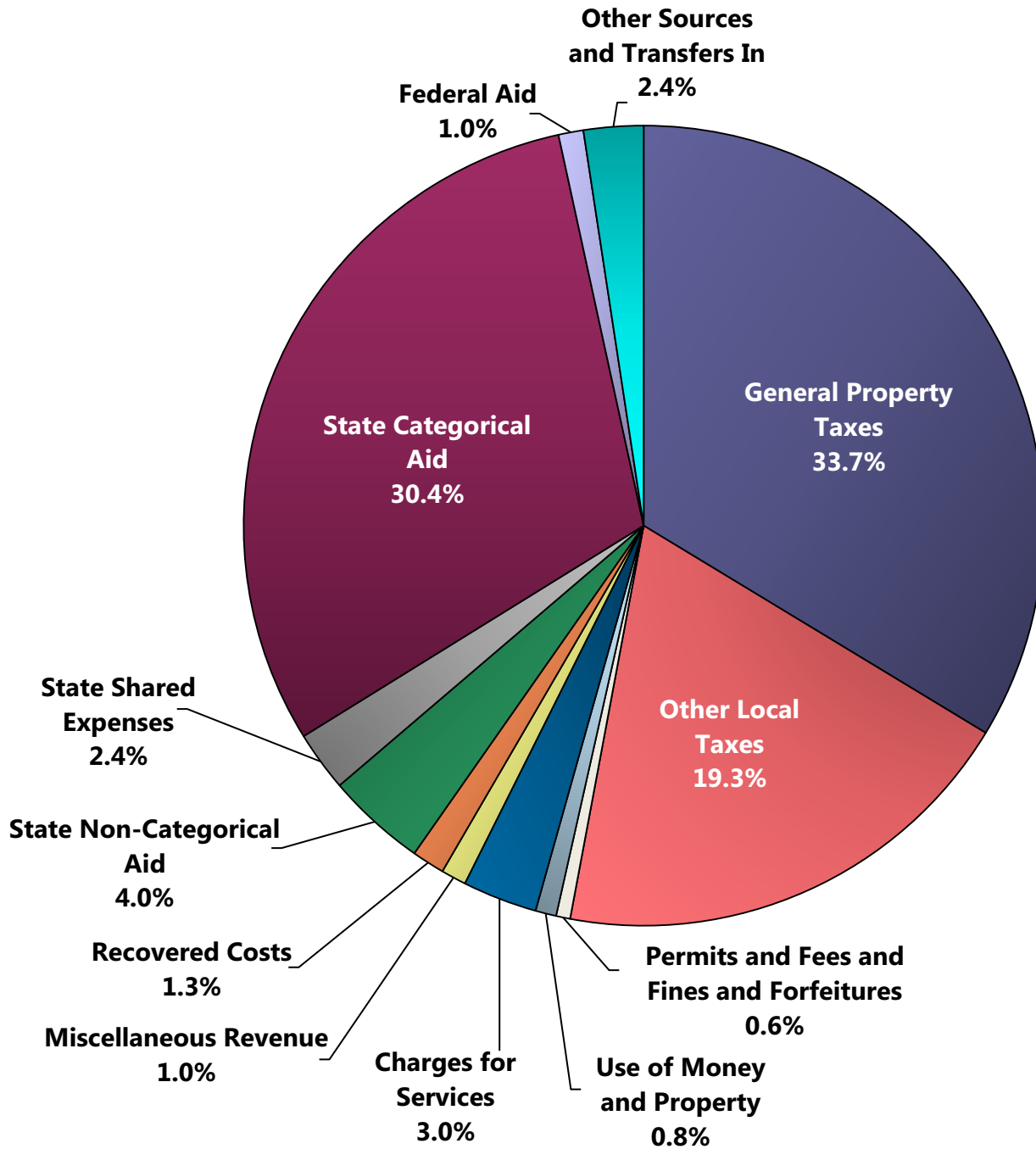
Note: Percentages may not total to 100 due to rounding. *Does not include in-kind support.

ESTIMATED GENERAL FUND REVENUES BY SOURCE

The following table compares the Adopted FY 2019 General Fund Operating Budget to the Adopted FY 2018 General Fund Operating Budget and the FY 2017 Actual amount. Funding sources are shown by category to provide an overview of the principal sources of revenue for the general operating fund of the city. These revenue sources support general government operations. The tables and charts in the pages that follow show revenues and expenditures for all funds.

Source	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY 2018 vs. FY 2019	
				\$ Change	% Change
General Property Taxes	264,432,379	272,214,800	296,531,400	24,316,600	8.9%
Other Local Taxes	159,645,817	166,625,000	169,805,000	3,180,000	1.9%
Permits and Fees	3,576,366	3,191,900	3,836,785	644,885	20.2%
Fines and Forfeitures	920,282	1,215,000	1,185,000	-30,000	-2.5%
Use of Money and Property	7,775,226	7,704,583	7,421,420	-283,163	-3.7%
Charges for Services	26,138,114	25,970,611	26,591,119	620,508	2.4%
Miscellaneous Revenue	12,528,484	8,970,789	8,952,217	-18,572	-0.2%
Recovered Costs	11,963,884	11,758,591	11,695,852	-62,739	-0.5%
Non-Categorical Aid - State	34,584,470	34,807,100	35,485,900	678,800	2.0%
Shared Expenses - State	20,626,230	21,377,000	21,371,000	-6,000	0.0%
Categorical Aid - State	259,643,438	265,985,727	267,804,580	1,818,853	0.7%
Federal Aid	9,121,819	8,701,490	8,871,490	170,000	2.0%
Other Sources and Transfers In	28,054,896	28,753,463	21,236,663	-7,516,800	-26.1%
General Fund Total	839,011,405	857,276,054	880,788,426	23,512,372	2.7%

Adopted FY 2019 General Fund Revenues by Source



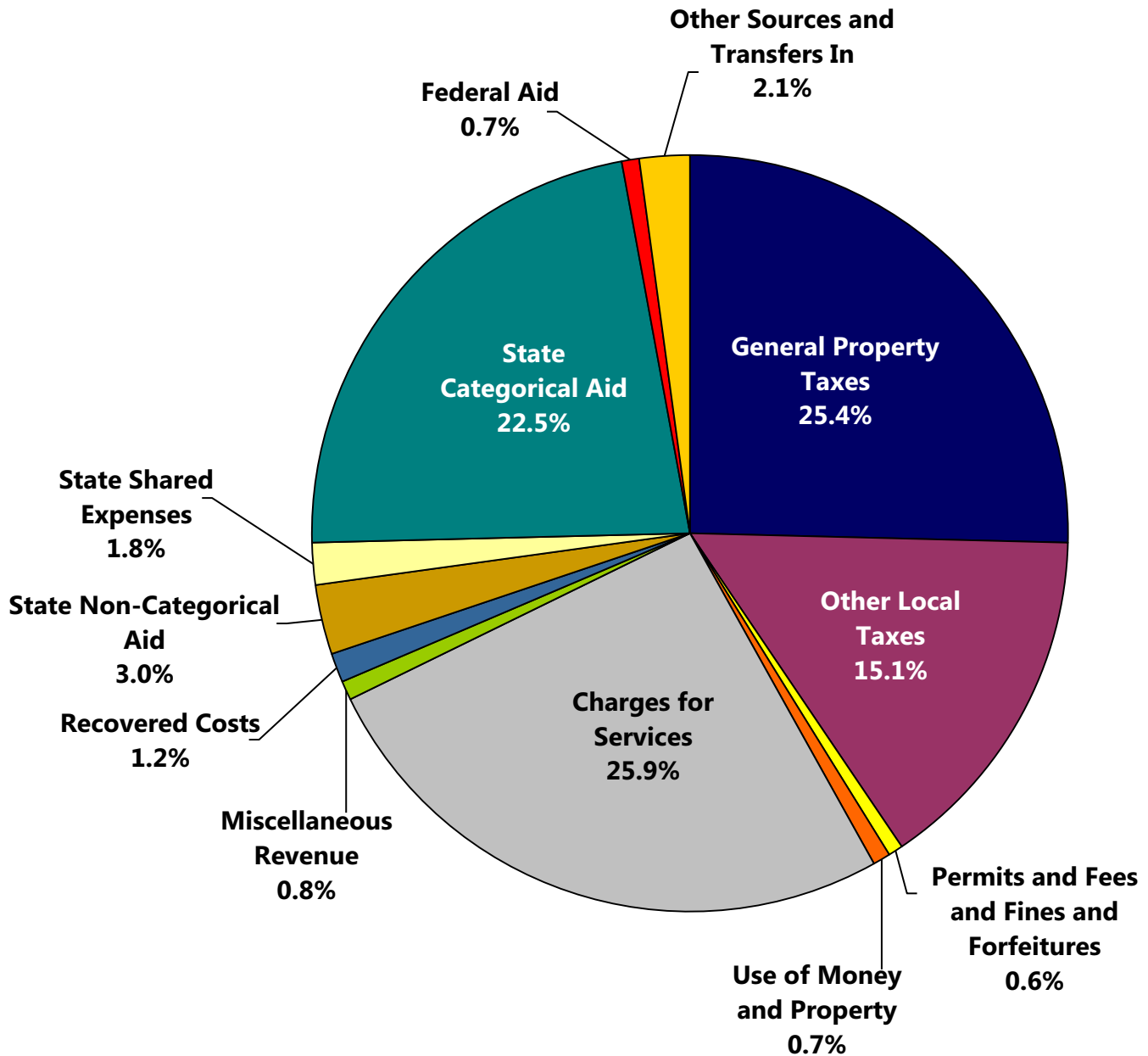
Note: Percentages may not total to 100 due to rounding.

ESTIMATED REVENUES BY SOURCE (ALL FUNDS)

The following table compares the Adopted FY 2019 Operating Budget to the Adopted FY 2018 Operating Budget and the FY 2017 Actual amount. Funding sources by category are shown to provide an overview of the sources of revenue for the general and nongeneral operating funds of the city. Revenues are contained in those categories where they are originally raised.

Source	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY 2018 vs. FY 2019	
				\$ Change	% Change
General Property Taxes	264,432,379	277,480,800	302,386,400	24,905,600	9.0%
Other Local Taxes	169,538,979	176,917,596	180,279,596	3,362,000	1.9%
Permits and Fees	4,528,176	3,817,224	4,501,285	684,061	17.9%
Fines and Forfeitures	2,916,113	3,333,377	2,947,000	-386,377	-11.6%
Use of Money and Property	8,942,150	9,028,800	8,881,050	-147,750	-1.6%
Charges for Services	291,298,979	307,310,603	307,908,109	597,506	0.2%
Miscellaneous Revenue	13,303,312	9,693,168	9,725,451	32,283	0.3%
Recovered Costs	15,284,533	15,295,056	14,870,868	-424,188	-2.8%
Non-Categorical Aid - State	34,584,470	34,807,100	35,485,900	678,800	2.0%
Shared Expenses - State	20,626,230	21,377,000	21,371,000	-6,000	0.0%
Categorical Aid - State	259,643,438	265,985,727	267,885,580	1,899,853	0.7%
Federal Aid	9,461,832	8,815,107	8,871,490	56,383	0.6%
Other Sources and Transfers In	29,334,732	35,532,886	25,589,464	-9,943,422	-28.0%
Total All Funds	1,123,895,323	1,169,394,444	1,190,703,193	21,308,749	1.8%

Adopted FY 2019 Revenues by Source (All Funds)



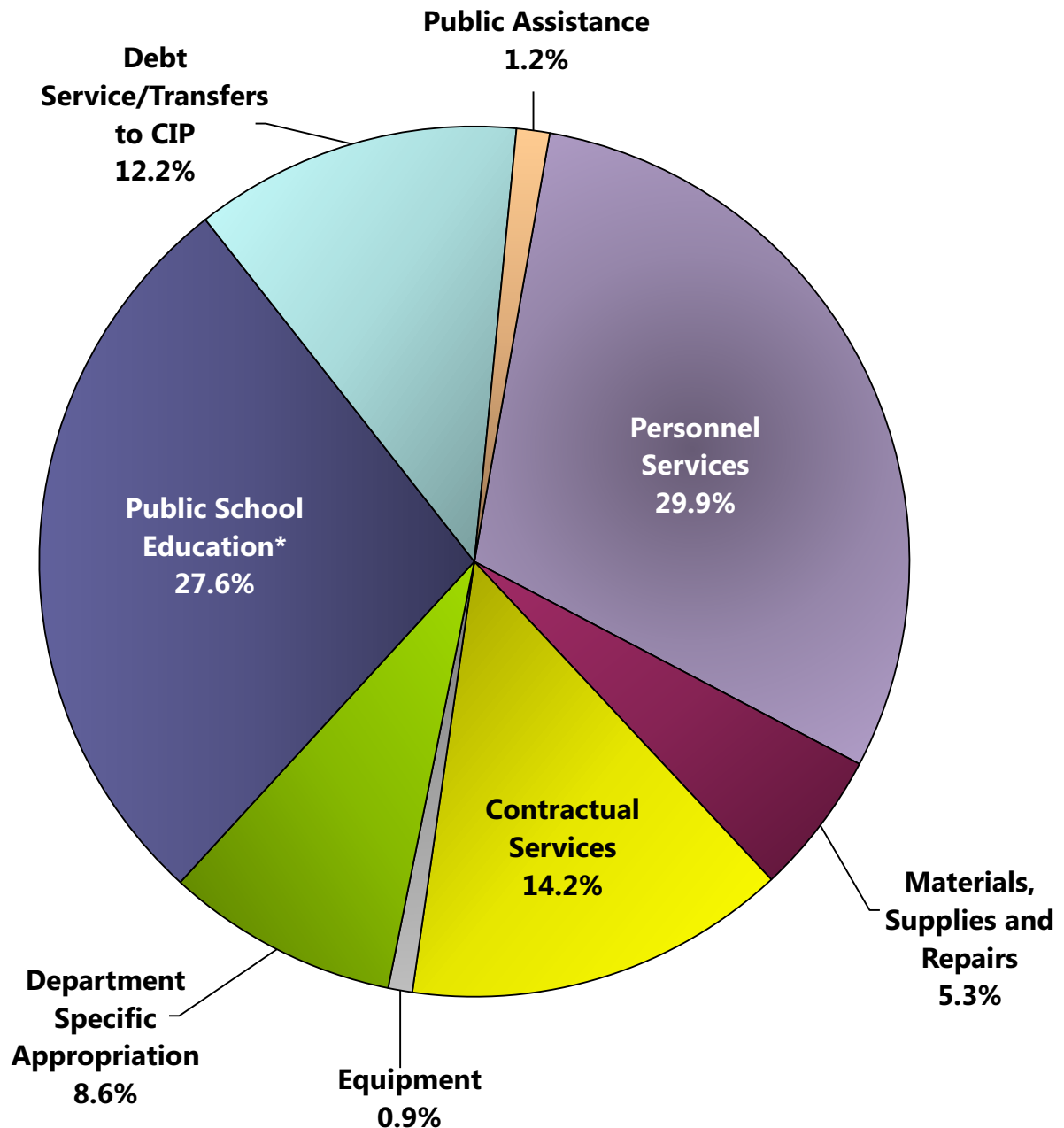
Note: Percentages may not total to 100 due to rounding.

ESTIMATED EXPENDITURES BY USE (ALL FUNDS)

The following table compares the Adopted FY 2019 Operating Budget to the Adopted FY 2018 Operating Budget and the FY 2017 Actual amount. Funding uses by category are shown to provide an overview of the principal uses of expenditures for the general and nongeneral operating funds of the city. Expenditures are contained in those categories where they are originally spent.

Uses	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY 2018 vs. FY 2019	
				\$ Change	% Change
Personnel Services	324,753,662	348,279,382	356,305,489	8,026,107	2.3%
Materials, Supplies and Repairs	64,087,237	65,969,347	63,550,593	-2,418,754	-3.7%
Contractual Services	169,332,331	170,851,301	169,555,688	-1,295,613	-0.8%
Equipment	6,290,088	8,232,640	10,700,939	2,468,299	30.0%
Department Specific Appropriation	83,340,581	92,794,592	102,830,190	10,035,598	10.8%
Public School Education	313,115,532	325,292,145	328,355,950	3,063,805	0.9%
Debt Service/Transfers to CIP	106,610,129	144,260,259	144,748,449	488,190	0.3%
Public Assistance	13,025,931	13,714,778	14,655,895	941,117	6.9%
Total All Funds	1,080,555,491	1,169,394,444	1,190,703,193	21,308,749	1.8%

Adopted FY 2019 Expenditures by Use (All Funds)



Note: Percentages may not total to 100 due to rounding.

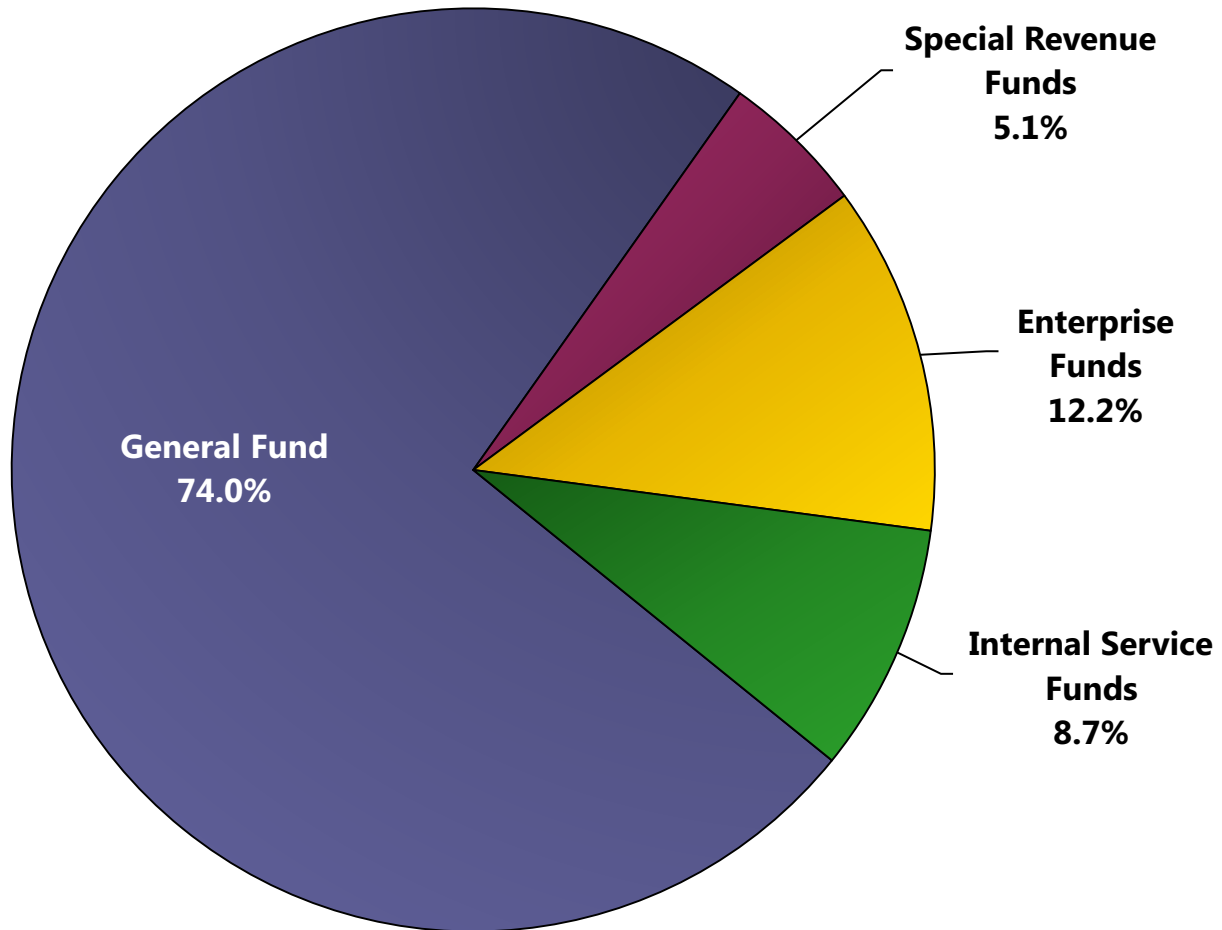
*Does not include "in-kind" support. See Public School Education section.

ESTIMATED EXPENDITURES BY FUND TYPE

The following table compares expenditures by fund type in the Adopted FY 2019 Operating Budget with the Adopted FY 2018 Operating Budget and the FY 2017 Actual amount.

Fund Type	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY 2018 vs. FY 2019	
				\$ Change	% Change
General Fund	818,968,179	857,276,054	880,788,426	23,512,372	2.7%
Special Revenue Funds	65,654,928	63,698,401	60,312,685	-3,385,716	-5.3%
Enterprise Funds	95,016,582	142,121,764	145,660,878	3,539,114	2.5%
Internal Service Funds	100,915,802	106,298,225	103,941,204	-2,357,021	-2.2%
Total All Funds	1,080,555,491	1,169,394,444	1,190,703,193	21,308,749	1.8%

Adopted FY 2019 Expenditures by Fund Type (All Funds)



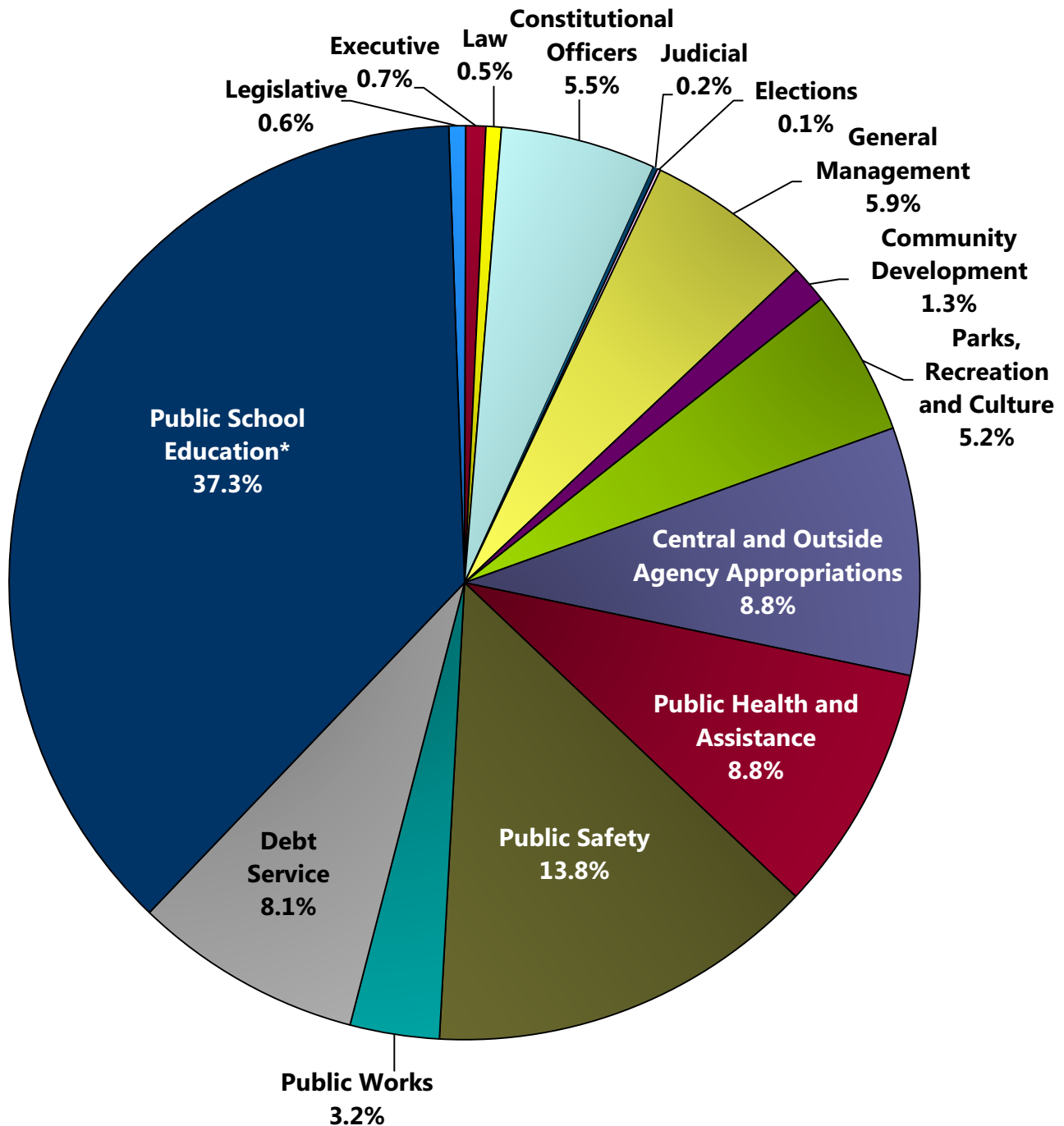
Note: Percentages may not total to 100 due to rounding.

ESTIMATED GENERAL FUND EXPENDITURES BY AREA

The following table compares the Adopted FY 2019 General Fund Operating Budget to the Adopted FY 2018 General Fund Operating Budget and the FY 2017 Actual amount. Major areas of service are shown to provide a broad overview of the expenditures for the general operating fund of the city.

Service Area	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY 2018 vs. FY 2019	
				\$ Change	% Change
Legislative	4,654,165	5,121,896	5,277,578	155,682	3.0%
Executive	3,561,756	5,859,918	6,211,184	351,266	6.0%
Department of Law	4,420,748	4,613,010	4,828,532	215,522	4.7%
Constitutional Officers	51,937,850	56,249,002	48,529,865	-7,719,137	-13.7%
Judicial	1,186,508	1,328,043	1,393,416	65,373	4.9%
Elections	833,327	862,298	993,471	131,173	15.2%
General Management	45,656,179	45,878,343	52,174,881	6,296,538	13.7%
Community Development	10,647,199	11,556,718	11,775,386	218,668	1.9%
Parks, Recreation and Culture	42,765,243	45,395,673	45,517,497	121,824	0.3%
Central and Outside Agency Appropriations	58,293,215	65,651,909	77,110,296	11,458,387	17.5%
Public Health and Assistance	73,851,247	78,077,086	77,345,454	-731,632	-0.9%
Public Safety	111,565,618	117,145,211	121,884,798	4,739,587	4.0%
Public Works	26,296,669	27,605,306	27,896,256	290,950	1.1%
Debt Service	70,182,923	66,639,496	71,493,862	4,854,366	7.3%
Public School Education	313,115,532	325,292,145	328,355,950	3,063,805	0.9%
General Fund Total	818,968,179	857,276,054	880,788,426	23,512,372	2.7%

Adopted FY 2019 General Fund Expenditures by Area



Note: Percentages may not total to 100 due to rounding.

*Does not include "in-kind" support. See Public School Education section.

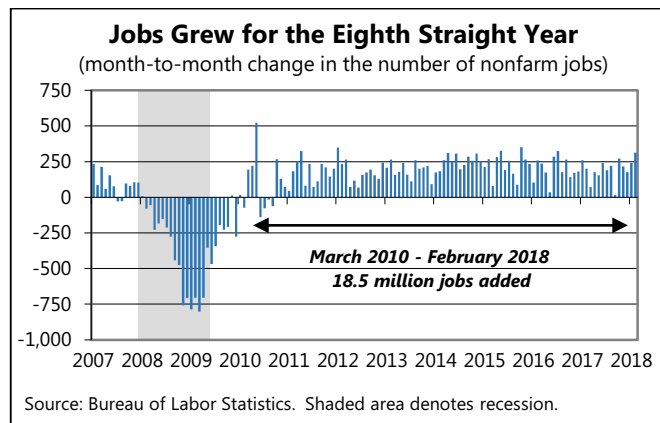
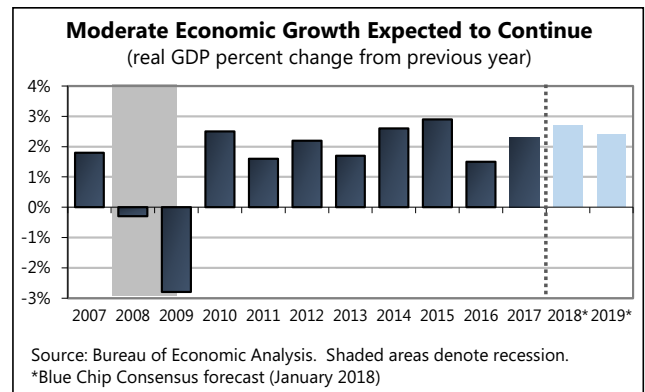
MAJOR REVENUE SOURCES

Evaluating the city's current and long-term financial health requires a review of the economy and major revenue sources. Overall, General Fund revenues are projected to rise 2.7 percent in FY 2019. Real estate assessments, which drives the largest locally generated General Fund revenue source (real estate taxes), are projected to grow 2.5 percent in FY 2019, which is above the 2.4 percent growth in FY 2018.

ECONOMIC OVERVIEW

The national economy, as measured by real gross domestic product (GDP), continued to expand in 2017, growing at 2.3 percent (third estimate). This growth is above the revised 1.5 percent growth in 2016 but below the revised 2.9 percent growth in 2015. Consumer spending and business investment in structures, equipment, and software contributed most of the 2017 growth. Residential investment and state and local government spending contributed to the 2017 growth but grew at a slower pace than in 2016. Federal spending rose slightly, while net exports and business investment in inventory offset growth. With growth in 2017, the economy has expanded for 102

months, from June 2009 to December 2017, the third longest expansion on record. The second longest economic expansion lasted 106 months from February 1961 to December 1969, while the longest expansion lasted 120 months from March 1991 to March 2001. The economic expansion is expected to continue over the next few years. The Blue Chip consensus forecast (January 2018) and Survey of Professional Forecasters are projecting growth of 2.7 percent and 2.8 percent in real GDP in 2018, respectively, and 2.4 percent and 2.5 percent in 2019, respectively.



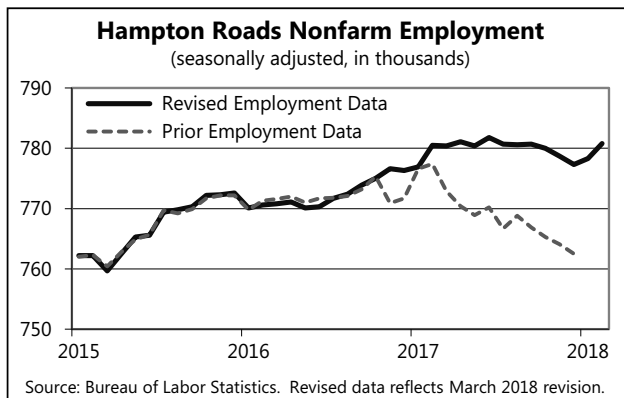
Nonfarm employment also grew in 2017 for the eighth year in a row. The economy gained nearly 2.2 million jobs (revised), an average of approximately 182,000 jobs per month. Both the private and public sector had a net gain in jobs in 2017. Within the private sector, the number of jobs grew in most major industries, except in utilities which lost jobs. Within the public sector, job growth was mainly in local government, which gained 56,000 jobs (revised) while the federal and state government shed 15,000 and 16,000 jobs (revised), respectively. With employment growth through February 2018, the economy has gained jobs for 89 consecutive months since October 2010. Since falling to its lowest level in February 2010 as a

result of the Great Recession, the number of jobs has increased by nearly 18.5 million jobs through February 2018. Along with the job growth, the annual unemployment rate fell to 4.4 percent in 2017 from 4.9 percent in 2016, and in the first two months of 2018, the unemployment rate (seasonally adjusted) stood at 4.1 percent.

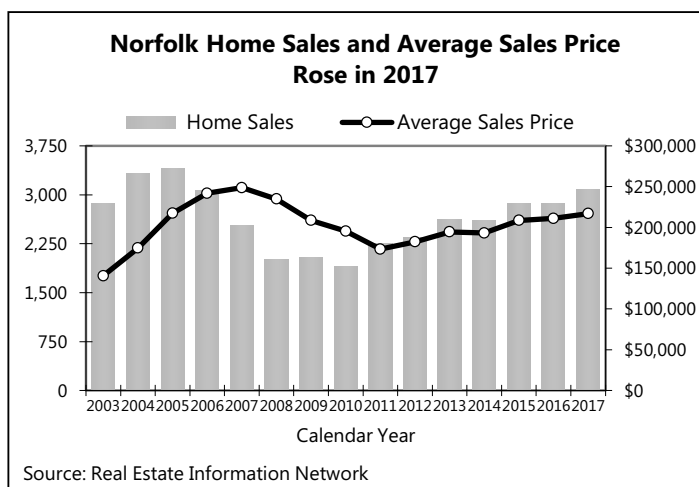
Virginia's annual nonfarm employment rose 0.9 percent (36,900 jobs) to 3,951,000 in 2017, after increasing 1.4 percent (revised) in 2016 and 2.0 percent in 2015. The number of jobs rose in most major industries, with professional and business services, health services, construction, financial activities, and leisure and hospitality seeing the biggest gains, while retail trade and information shed jobs in 2017. Among the Virginia metropolitan statistical areas (MSA) seeing job growth in 2017, the annual employment growth ranged from 0.2 percent (Lynchburg MSA) to 2.3 percent (Charlottesville MSA). In contrast, in 2017, nonfarm employment declined in three

Virginia metro areas (Blacksburg-Christiansburg-Radford MSA, Roanoke MSA, and Staunton-Waynesboro MSA) ranging from 0.4 percent to 0.9 percent. In 2018, Virginia nonfarm employment (seasonally adjusted) continued to rise month-to-month and year-over-year in February 2018 by 0.5 percent and 0.9 percent, respectively.

In 2017, Hampton Roads' annual nonfarm employment rose 0.9 percent (7,300 jobs) to 779,700 after increasing 0.7 percent (revised) in 2016 and 1.1 percent in 2015. Job growth was mostly in the private sector. Employment in the private sector grew or was unchanged in the major industries. The biggest job gains were in professional and business services and construction. In contrast, the public sector saw a decline in employment, mainly in federal and state government which is similar to the national trend. The annual revision as part of the annual benchmark process released each year in March also resulted in a significant upward revision of monthly nonfarm employment (seasonally adjusted) in 2017. Employment data in the fourth quarter of 2017 (October - December) had the largest revisions and were revised upward by 1.9 percent. In 2018, the region's nonfarm employment (seasonally adjusted) continued to rise both month-to-month and year-over-year in February 2018 by 0.3 percent and 0.04 percent, respectively, as indicated by the Virginia Employment Commission employment report that was released ahead of the U.S. Bureau of Labor Statistics metropolitan area report.



Virginia's economic performance in FY 2017 with regard to employment, personal income, and wage growth underperformed expectations. Moreover, Virginia's growth in employment, personal income, and wages in FY 2017 lagged the national growth. In the forecast presented in December 2017 with the Governor's Introduced Budget, Virginia is projected to continue to grow in FY 2018 and the 2018-2020 biennium but at a more moderate rate than previously projected, particularly with regard to personal income and wages. However, personal income and wage growth over the 2018-2020 biennium is projected to be higher than the growth in FY 2017. The December forecast also indicated Virginia's growth in employment, personal income, and wages will again be below that of the nation. Virginia's fiscal stability is important to Norfolk, since nearly 37 percent of General Fund resources come from the Commonwealth. These state resources support Norfolk Public Schools, social services, and other basic services. However, due to the state budget impasse, the FY 2019 General Fund revenue estimates were developed based on the Governor's Introduced Budget for the 2018-2020 biennium.

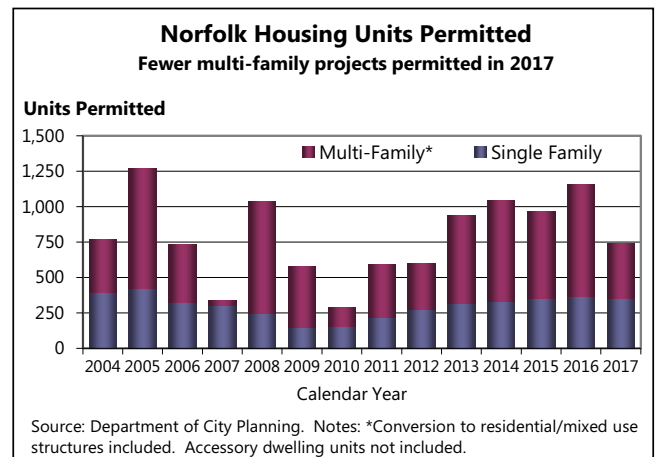


Norfolk revenues overall are expected to continue to improve in FY 2019. Norfolk's recovery from the Great Recession has been very slow. From FY 2009 through FY 2018, General Fund revenues have only increased by 3.6 percent. Norfolk's revenue growth has been held back by the slow recovery of real estate assessments overall and revenue from the Commonwealth back to the pre-recession level. Like other localities, the city's largest source of locally generated revenue comes from real property taxes. For FY 2019, the Real Estate Assessor's Office is estimating a 2.5 percent increase in overall real estate assessments on July 1, 2018 from July 1, 2017. The increase follows five straight years of growth of 2.4 percent in FY 2018, 1.5 percent in FY 2017, 2.3 percent in FY 2016, 1.4 percent in FY 2015 and

0.6 percent in FY 2014. Residential assessments are also anticipated to increase in FY 2019 by 1.8 percent as the local housing market continues to improve. This would be the fifth consecutive year of growth in residential assessments. In the past five years, the average sales price of homes in Norfolk has increased approximately 19 percent, while the median sales price increased approximately 25 percent over the same period.

Along with the housing market recovery, new construction permitted throughout the city should support future growth in real estate assessments. The number of housing units permitted in 2017 edged back significantly as . The decline was largely from multi-family housing and housing units permitted in commercial structures being converted to residential, while single-family housing units permitted held steady. Residential projects permitted in 2017 included St. Paul's Apartments, Ghent Arts Apartments, First Colony Flats, and Linde Lofts Apartments.

Nonresidential (or "commercial") projects permitted in 2017 included renovation of existing structures and new building construction. Commercial projects permitted in 2017 included the IKEA store, Glass Light Hotel (Royster Building renovation), Barry Art Museum, and projects in EVMS and CHKD. It is important to note that Norfolk is built out, and the building activity occurring currently is mainly redevelopment, infill development, and vertical expansion.



GENERAL FUND REVENUE OVERVIEW

The city generates revenue through taxes, user charges, and intergovernmental transfers from the state and federal government. Over half of the city's General Fund revenues are generated locally from various taxes and fees including real estate, personal property, retail sales, permits, fines, and user charges. These sources fund services such as police, fire, parks and recreation, libraries, street maintenance, K-12 education, and human services.

The Commonwealth of Virginia provides nearly 37 percent of General Fund revenues, which mostly consists of funding for dedicated purposes such as education, social services, transportation, and constitutional officers. HB 599 funds for law enforcement, the city's share of personal property tax relief funds, and the tax on rental of cars also make up revenue from the Commonwealth. As a result of the Great Recession, the Commonwealth saw a significant decline in revenues and in turn, reduced Direct Aid to education, HB 599, Constitutional Officers salaries and benefits funding, jail per diem, and funds for street maintenance, imposed a "flexible cut" to state aid to localities, and eliminated the local share of ABC profits and wine tax. Not all revenues from the Commonwealth have returned to pre-recession levels even though the Commonwealth's General Fund revenues have been above its last pre-recession peak since FY 2012. Due to the state budget impasse, the FY 2019 Budget was developed based on the Governor's Introduced Budget for the 2018-2020 Biennium.

The remaining revenue comes from the federal government (mostly dedicated to Norfolk Public Schools and the Norfolk Community Services Board), recovered costs, interfund transfers, and carryforward of prior year savings. Interfund transfers represent a return on investment from Waste Management and Utilities (water and wastewater) operations. It also includes Public Amenities funding to support the Norfolk Consortium. Carryforward funds are generated through a combination of projected current year savings, realized savings from prior years, and account closeouts. Carryforward funds may also include the re-appropriation of prior year unspent designated funds.

Preliminary General Fund revenue projections, based on historical data and current economic data, were presented during the City Manager's financial and budget updates at the fall City Council Retreat (September 2017) and the mid-year City Council Retreat (February 2018). Projections were updated through March to incorporate the current information available. Revenue estimates were based on the analysis of the collection history and patterns, underlying drivers that impact a revenue source, information from departments that collect revenue, overall economic environment, and developments projected for the city in the coming year. Revenue amounts shown in the following discussion include the FY 2018 budget, FY 2018 end of year estimate, and FY 2019 budget. The FY 2019 General Fund budget is approximately \$880.8 million, which is 2.7 percent (\$23.5 million) above the FY 2018 budget.

General Fund Revenues

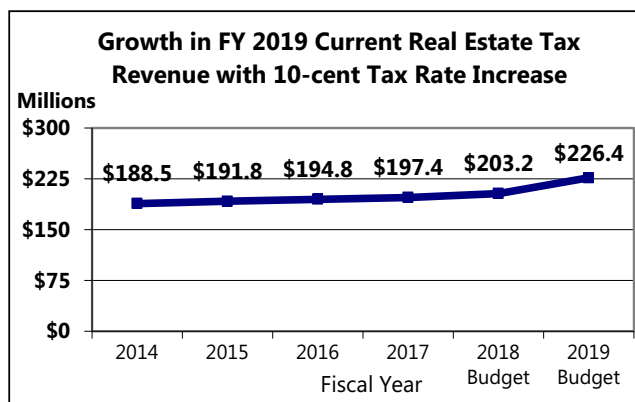
Source	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY 2018 vs. FY 2019 \$ Change	FY 2019 % Change	FY 2019 % of Total
General Property Taxes	264,432,379	272,214,800	296,531,400	24,316,600	8.9%	33.7%
Other Local Taxes	159,645,817	166,625,000	169,805,000	3,180,000	1.9%	19.3%
Permits and Fees	3,576,366	3,191,900	3,836,785	644,885	20.2%	0.4%
Fines and Forfeitures	920,282	1,215,000	1,185,000	-30,000	-2.5%	0.1%
Use of Money and Property	7,775,226	7,704,583	7,421,420	-283,163	-3.7%	0.8%
Charges for Services	26,138,114	25,970,611	26,591,119	620,508	2.4%	3.0%
Miscellaneous Revenue	12,528,484	8,970,789	8,952,217	-18,572	-0.2%	1.0%
Recovered Costs	11,963,884	11,758,591	11,695,852	-62,739	-0.5%	1.3%
Non-Categorical Aid - State	34,584,470	34,807,100	35,485,900	678,800	2.0%	4.0%
Shared Expenses - State	20,626,230	21,377,000	21,371,000	-6,000	0.0%	2.4%
Categorical Aid - State	259,643,438	265,985,727	267,804,580	1,818,853	0.7%	30.4%
Federal Aid	9,121,819	8,701,490	8,871,490	170,000	2.0%	1.0%
Other Sources and Transfers In	28,054,896	28,753,463	21,236,663	-7,516,800	-26.1%	2.4%
General Fund Total	839,011,405	857,276,054	880,788,426	23,512,372	2.7%	100.0%

Note: Percentages may not total to 100 due to rounding.

REVENUE MONITORING

Collection of all of the city's revenue sources are monitored throughout the year. Financial reports are monitored monthly and quarterly to determine the accuracy of budget projections. This allows for appropriate administrative action if actual results differ substantially from projections. A detailed analysis is completed to project future revenue collections taking into account revenue drivers, seasonal fluctuations and economic conditions. Strong collection rates for locally generated taxes and fees reflect Norfolk residents' commitment and fulfillment of responsibility to the city.

GENERAL PROPERTY TAXES

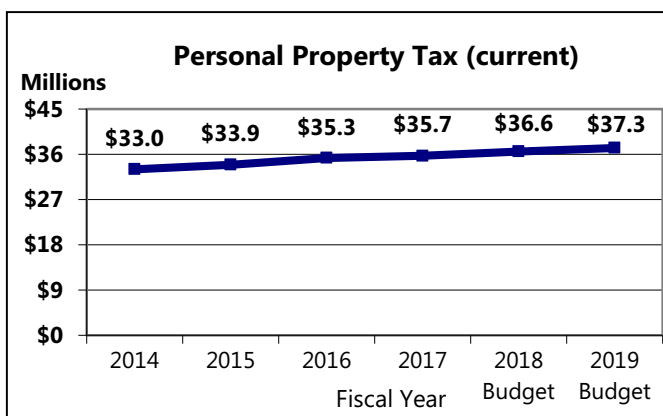
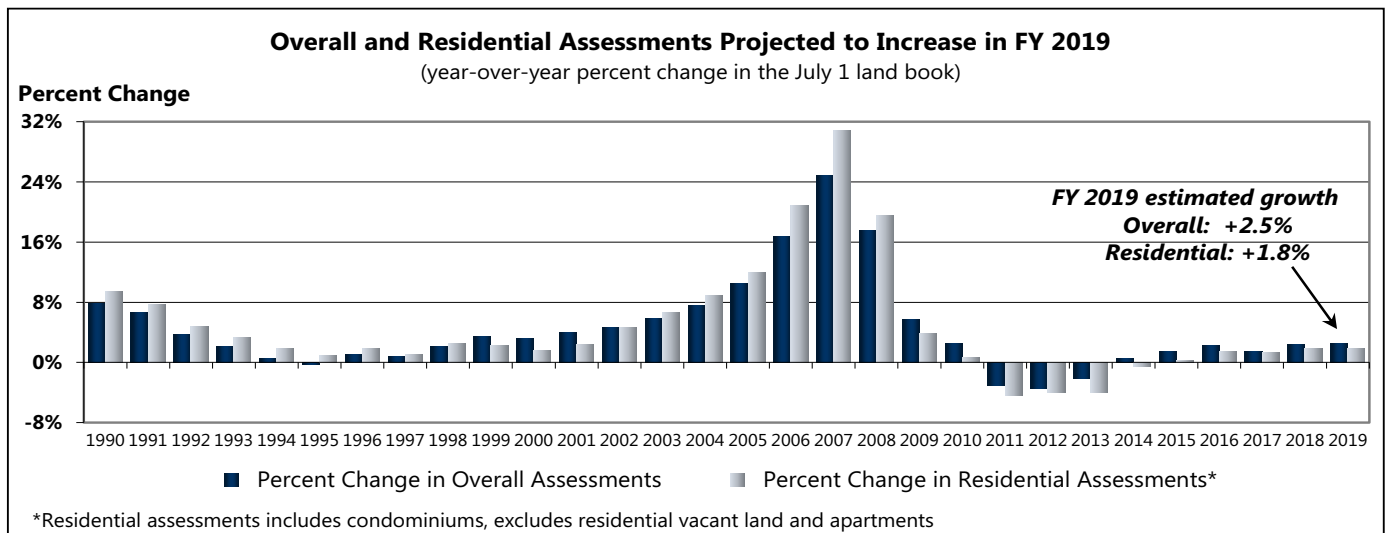
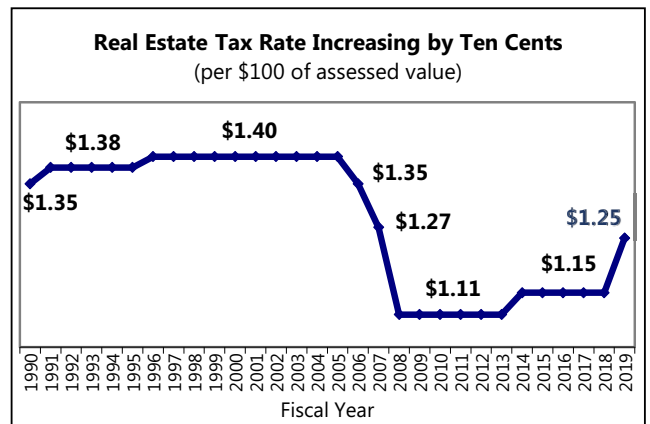


General property taxes are levied on the assessed value of real and personal property. These taxes represent approximately 34 percent (\$296.5 million) of the city's General Fund revenues.

Real estate taxes make up the largest component of general property taxes (\$243.5 million or approximately 28 percent of General Fund revenues), which includes current and delinquent taxes and tax on public service corporations and Downtown Improvement District real property. Current real estate taxes make up approximately 26 percent (\$226.4 million) of FY 2019 revenues. The Adopted FY 2019 Budget

reflects a 10-cent increase in the real estate tax rate, as proposed, from \$1.15 to \$1.25 per \$100 of assessed value, projected to generate approximately \$18.5 million. The tax rate was last raised in FY 2014 by four cents.

The FY 2019 current real estate tax revenue budget takes into account the Office of the Real Estate Assessor's estimate of overall assessments on July 1, 2018, which is projected to be approximately 2.5 percent above the landbook value on July 1, 2017. This growth is above the 2.4 percent growth in FY 2018. Residential assessments, which make up nearly two-thirds of the city's taxable assessed value, are also projected to increase in FY 2019 by 1.8 percent. The FY 2019 current real estate tax revenue budget also continues to set aside \$5.0 million to provide real estate tax relief to qualifying senior and disabled homeowners and to state mandated disabled veterans and surviving spouses of military personnel killed in action.



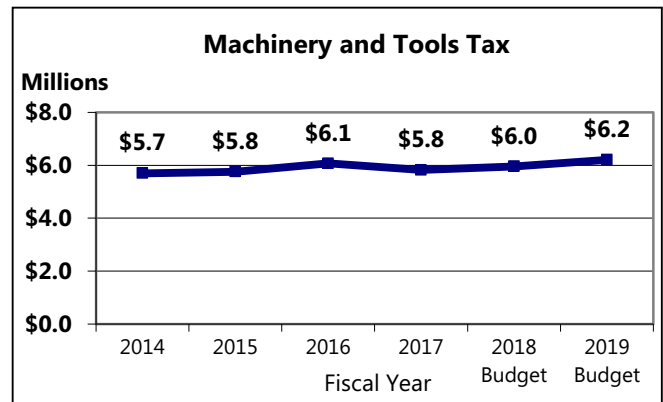
The second largest component of general property taxes is the personal property tax, which is levied on tangible personal property, including motor vehicles, boats, aircraft, business furnishings and office equipment. Household goods and personal effects are exempt from taxation. Personal property tax (current) makes up 4.2 percent (\$37.3 million) of FY 2019 General Fund revenues and is 1.9 percent (\$0.7 million) above the FY 2018 budget and FY 2018 year-end estimate, due to improved collections from this source in recent years and new developments in the city. Personal property taxes in total include delinquent collections, refunds, and tax on public service corporations. This total comprises 5.3 percent

(\$46.8 million) of FY 2019 General Fund revenues and are estimated to be approximately 1.5 percent (\$0.7 million) above the FY 2018 budget and FY 2018 year-end estimate.

The FY 2019 budget assumes no change in the general tax rate on personal property at \$4.33 per \$100 of assessed value. The estimate also assumes the state car tax relief is unchanged at 55 percent (55%) rate for FY 2019 (tax bills due June 5, 2019). The 55 percent relief rate is anticipated to fully exhaust relief funds provided to the city by the Commonwealth of Virginia under the Personal Property Tax Relief Act. This means that qualifying vehicles with an assessed value of more than \$1,000 will receive a **55 percent (55%) rate** of tax relief on the vehicle's first \$20,000 of

assessed value. Qualifying vehicles with an assessed value of \$1,000 or less will receive 100 percent (100%) rate of tax relief. Prior to FY 2006, qualifying vehicles with an assessed value of more than \$1,000 were reimbursed for 70 percent of the total property tax eligible for relief. State legislation passed in 2004 capped car tax relief funds statewide at \$950 million beginning in FY 2006. Consequently, each locality in the state now receives a fixed share of the \$950 million of statewide personal property tax relief funds per state code. Each locality's share was determined based on the proportional share of actual personal property tax relief payments received in tax year 2005, as certified by the Commonwealth of Virginia Auditor of Public Accounts, of which, Norfolk's share is \$16,871,056. Personal property tax relief funds received and not used in FY 2018 shall be carried forward and used to increase the funds available for car tax relief. With the state capping the amount of funds available for car tax relief, the percentage of the state reimbursement compared to the total tax is expected to decrease over time and residents will pay an increasing share of the car tax.

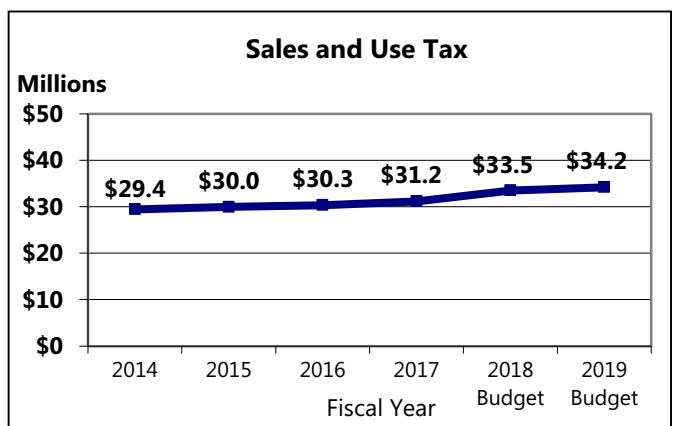
The machinery and tools tax is the third largest component of general property taxes and makes up approximately 0.7 percent (\$6.2 million) of General Fund revenues. The tax is levied on machinery and tools used in manufacturing, mining, radio and television broadcasting, cable television, dry cleaning or laundry businesses at a rate of \$4.25 per \$100 of assessed value, eight cents below the general personal property tax rate of \$4.33 per \$100 of assessed value. In recent years, revenue from this source has been fairly stable. However, there are attempts each year through state legislation to curtail or eliminate entirely the ability of localities to generate revenue from this source.



OTHER LOCAL TAXES

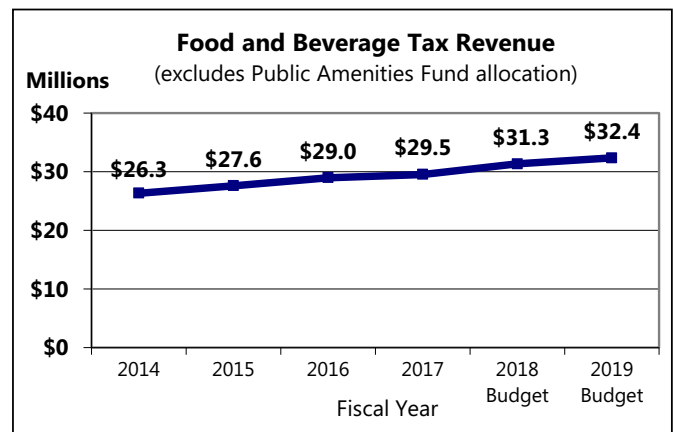
Other local taxes are comprised of consumer and business-based taxes, including excise taxes on utilities (water, gas, electricity, and communications), sales, hotel, restaurant/meals, admissions, and cigarettes, as well as franchise, business license, and recordation taxes. The revenue category is highly sensitive to changes in economic conditions. Other local taxes are projected to comprise approximately 19.3 percent (\$169.8 million) of General Fund revenues in FY 2019. Citywide, other local taxes total approximately \$180.3 million in the operating budget, which includes the Public Amenities Fund portion of the hotel and food and beverage taxes (\$6.9 million) and the Emergency Preparedness and Response portion of the telecommunications sales and use tax (\$3.6 million).

The sales and use tax makes up approximately 3.9 percent (\$34.2 million) of the city's General Fund revenue and is levied on selling, distribution, leasing, or renting of tangible personal property, use or consumption of tangible personal property, as well as taxable services in Virginia. Revenue from this source is sensitive to the state of the economy, household income, and underlying price level changes. Current year collections is used in projecting next year's revenues as well as data on changes in the local retail activity (such as new retail and businesses, expansions, job growth, and overall economic health) are used for projecting this revenue. Adjustments made by the Virginia Department of Taxation for overpayments and underpayments of the tax by businesses also affect collections. Sales tax receipts are projected to be above the FY 2018 budget by 2.1 percent (\$0.7 million) from the FY 2018 budget and above the FY 2018 end of year estimate by 3.0 percent (\$1.0 million), reflecting the continued growth in occupancy in the outlet mall and downtown businesses and new retail development (IKEA) projected to open during spring of 2019.

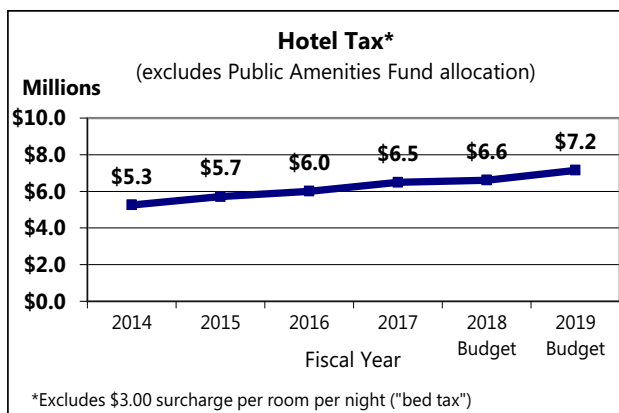


Consumer utility taxes on water, gas, electricity and the communications sales and use tax combined make up approximately 4.4 percent or \$38.5 million of the city's General Fund revenue. The consumer utility tax is levied on the purchase of utility service including water, gas, and electricity. Monthly receipts are monitored and used as a basis for estimating the revenue yield, taking seasonal variations into consideration. The consumer utility tax on telephones, cell phones and cable TV was abolished and replaced by a statewide uniform communications sales and use tax on January 1, 2007. The Emergency 911 (E-911) tax on telephones was also replaced by a statewide uniform \$0.75 tax per phone at the same time. The E-911 tax is distributed to the city together with the communications sales and use tax in one lump sum. Consequently, a portion of the city's communications sales and use tax is allocated and goes directly to support emergency communications (E-911) in the Emergency Preparedness and Response Special Revenue Fund (approximately \$3.6 million). The General Fund portion of the communications sales and use tax is estimated to be \$17.0 million in FY 2019, which is approximately 3.4 percent (\$0.6 million) below the FY 2018 budget. Since the inception of the tax, revenue received from this source has fluctuated due to adjustments for overpayments and underpayments of the tax by telecommunications service providers as well as lower utilization of communications services subject to the tax. State legislation to modernize the taxation authority to reflect technological changes in communication services were proposed but not passed during the 2018 General Assembly Session. Revenue from consumer utility taxes are estimated to decrease by approximately 1.9 percent (\$0.7 million) from the FY 2018 budget.

Taxes are collected on prepared meals and beverages. The tax rate is 6.5 percent of the value of the meal. One percentage point is allocated to the Public Amenities Fund and 5.5 percentage points is allocated to the General Fund. The revenue generated by 1.0 percentage point of the tax rate is estimated to be approximately \$5.9 million in FY 2019, and the revenue generated from the remaining 5.5 percentage points of the tax rate allocated to the General Fund is estimated to be approximately \$32.4 million. Total revenue generated by the food and beverage tax in the General Fund and Public Amenities Fund is approximately \$38.2 million in FY 2019 making it the largest source in the "other local tax" category.



Food and beverage taxes have grown steadily since the end of the recession as new restaurants have opened in several commercial districts including, downtown Norfolk, Military Highway corridor, and Ghent and Colley Avenue areas. This tax makes up 3.7 percent (\$32.4 million) of General Fund revenues and is approximately 3.2 percent (\$1.0 million) above the FY 2018 budget.



Hotel taxes are levied on hotel rooms rented at the rate of 8.0 percent of the room rate. Similar to the food and beverage tax, one percentage point is allocated to the Public Amenities Fund and 7.0 percentage points is allocated to the General Fund. The revenue generated by 1.0 percentage point of the tax is estimated to be approximately \$1.0 million in FY 2019, and the revenue generated from the remaining 7.0 percentage points allocated to the General Fund is estimated to be approximately \$7.2 million in FY 2019. The total revenue generated by the hotel tax in the General Fund and Public Amenities Fund combined is approximately \$8.2 million in FY 2019. Hotel taxes make up 0.8 percent (\$7.2 million) of General Fund revenues in FY 2019 and is

approximately 8.2 percent (\$0.5 million) above the FY 2018 budget. The hotel tax estimate does not include the \$3.00 surcharge per room night ("bed tax"), estimated to generate approximately \$3.1 million in FY 2019. The estimate reflects the bed tax rate increase adopted in FY 2019 from \$2.00 to \$3.00 per room night to offset the

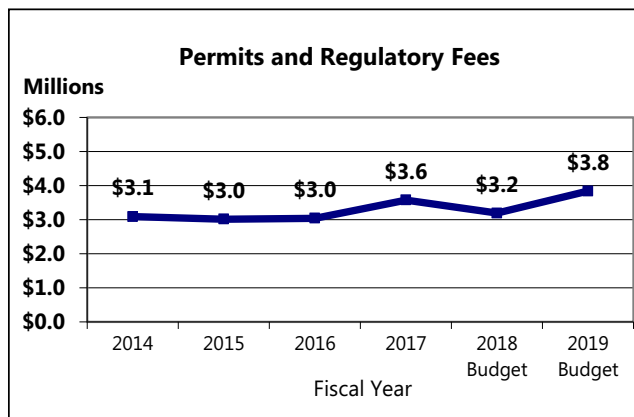
proposed budget reductions to Outside Agencies (see Outside Agencies section). The bed tax was enacted on April 1, 2006 at the rate of \$1.00 per room night with the support from the Norfolk Hotel-Motel Association. Revenue from the first \$1.00 of the tax was dedicated to the Norfolk Convention and Visitor's Bureau (Visit Norfolk) for visitor promotion and advertising for conventions and tourism. In FY 2012, the bed tax was raised to \$2.00 per room night. The revenue collected from the \$1.00 increase in FY 2012 was dedicated to the Norfolk Consortium (see Outside Agencies section).

In FY 2019, the City Council adopted a ten-cent increase in the cigarette tax rate, raising the rate to 95 cents per pack of 20 cigarettes from 85 cents. Revenue from the rate hike was adopted to offset proposed budget reductions to various city services. As a result of the ten-cent increase, Norfolk would have the highest rate among the seven major cities in the region, with Portsmouth having the second highest rate at 90 cents per pack of 20 cigarettes. It is important to note revenue generated from these rate increases tends to be short-lived. This is because these tax increases likely induce smokers to stop or reduce cigarette use or buy their cigarettes elsewhere. According to the Tax Foundation, cigarettes are highly susceptible to border shopping because the cost of transporting them is so low. Cigarette taxes make up approximately 1.0 percent (\$8.4 million) of General Fund revenues.

Business license taxes are collected from anyone who engages in a business, trade, profession, or occupation in the city. It is generally imposed as a percentage of gross receipts generated within a calendar year. It is also applied to individuals that maintain a place of business, either permanent or temporary, or conduct a business-related activity. Business license tax rates vary depending on business classification and amount of gross receipts generated. Norfolk's rates are at the state maximum allowed for the main business classifications. Revenue collections in recent years have been reduced by refunds of overpayments. This revenue source makes up approximately 3.6 percent (\$31.3 million) of General Fund revenues, which is projected to be at the same level as the FY 2018 budget but is approximately 1.6 percent (\$0.5 million) above the FY 2018 year-end estimate.

PERMITS AND FEES

Permits are issued to regulate new construction and ensure public safety. Revenues from this source are comprised of fees for permits, licenses, and other privileges subject to city regulation. The revenues partially cover the expense of providing regulatory services such as, taxi permits, zoning inspections, construction permits, right-of-way, and fire inspections in the city. The building construction activity driven by large commercial projects has had a positive impact on revenues from permits and fees in the previous fiscal year. In FY 2019, permits and fees are projected to be approximately 0.4 percent (\$3.8 million) of General Fund revenues. The FY 2019 amount is approximately 20.2 percent (\$0.6 million) above the FY 2018 budget. The increase in FY 2019 from FY 2018 largely reflects the adopted increases to fees and implementing new fees charged by the City Planning, Fire-Rescue, and Public Works departments (see Fee Changes).



FINES AND FORFEITURES

Fines and forfeitures in the General Fund largely consist of revenues received from the courts as fines and forfeitures for violations of city ordinances. These provide approximately 0.1 percent (\$1.2 million) of General Fund revenues. The FY 2019 budget is approximately 2.5 percent (\$30,000) below the FY 2018 budget. The increase in red light camera fines from FY 2017 is due to the reinstallation of existing cameras with non-invasive equipment that were not fully operational during FY 2017. Citywide, fines and forfeitures total approximately \$2.9 million of

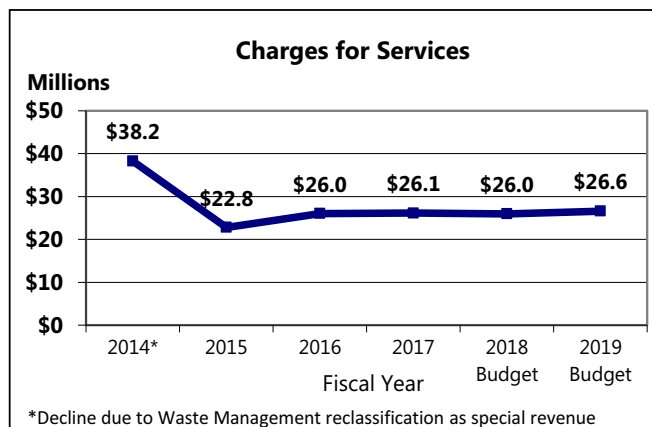
revenues from all operating funds. Nearly 60 percent of the citywide amount are generated from parking fines which support the Parking Facilities Fund (nongeneral fund) operations.

USE OF MONEY AND PROPERTY

Revenue from use of money and property is comprised primarily of interest earned on cash balances, rents from short-term and long-term property leases, and prudent management of city assets. Revenue from this source make up approximately 0.8 percent (\$7.4 million) of General Fund revenues. The FY 2019 budget is approximately 3.7 percent (\$0.3 million) below the FY 2018 budget. The decrease is largely from Nauticus, although the decline was partly offset by increased revenue estimated from cultural event ticket sales rebate per contractual agreement. In FY 2019, Nauticus revenue associated with facility rentals fundraising/marketing, and the gift shop of approximately \$1.1 million are being transferred to the Nauticus Foundation, per agreement effective July 1, 2018. The Nauticus Foundation will assume all Nauticus fundraising, marketing, facility rentals, and gift shop services.

CHARGES FOR SERVICES

Charges for services include fees charged for various programs and services such as, recreation centers, Virginia Zoo, judicial services, paramedical rescue, school activities, Norfolk Community Services Board (NCSB), Cruise Ship Terminal, and National Maritime Center. Charges for services make up approximately 3.0 percent (\$26.6 million) of General Fund revenues. The FY 2019 budget is approximately 2.4 percent (\$0.6 million) above the FY 2018 budget. The increase partly reflects fee changes in recreation centers, libraries, Nauticus, Virginia Zoo, and paramedical rescue (see Fee Changes), and enhanced charges associated with NCSB budget strategies. Citywide, most of the revenue collected are charges for services by nongeneral funds. Charges for services citywide make up nearly \$308 million (over ten times the amount in the General Fund). These charges are mostly from user fees for utilities, parking facilities, storm water, and refuse disposal. The rates for these user fees are set to ensure operations are fully supported by the fees collected (see Selected Tax Rates and Fees and Fee Changes sections).



MISCELLANEOUS REVENUE

Miscellaneous revenue consists of revenues not classified in other categories and includes revenue from payments in lieu of taxes, fee for services provided to the U.S. Navy for the housing public-private venture, and land sales. The city is estimated to receive approximately \$9.0 million in FY 2019, which represents approximately 1.0 percent of General Fund revenues. The FY 2019 budget is approximately 0.2 percent or \$19,000 below the FY 2018 budget.

RECOVERED COSTS

Recovered costs consist of revenue from nongeneral funds, partner agencies and the public for certain expenses, such as indirect cost, employee compensation, debt service, and communications and technology. Recovered costs make up approximately 1.3 percent (\$11.7 million) of General Fund revenues. The FY 2019 budget is approximately 0.5 percent or \$63,000 below the FY 2018 budget. The FY 2019 change from FY 2018 largely reflects updates to the nongeneral fund allocation of indirect General Fund costs, impact of sequestration on the federal

interest subsidy for the Build America Bonds, and anticipated return of local funds related to the Public Health city-state cooperative budget.

NON-CATEGORICAL AID - VIRGINIA

Non-Categorical aid consists of revenue from the Commonwealth without restriction as to use. In FY 2019, non-categorical aid is estimated to be 4.0 percent (\$35.5 million) of General Fund revenues. The FY 2019 budget is 2.0 percent or \$0.7 million above the FY 2018 budget. The increase was due to the estimated revenue from HB 599 and the car rental tax. Although the General Assembly has not passed a budget for the 2018-2020 biennium, the Governor's Introduced Budget includes an increase in HB 599. Norfolk's share of the increase is estimated to be approximately \$427,000.

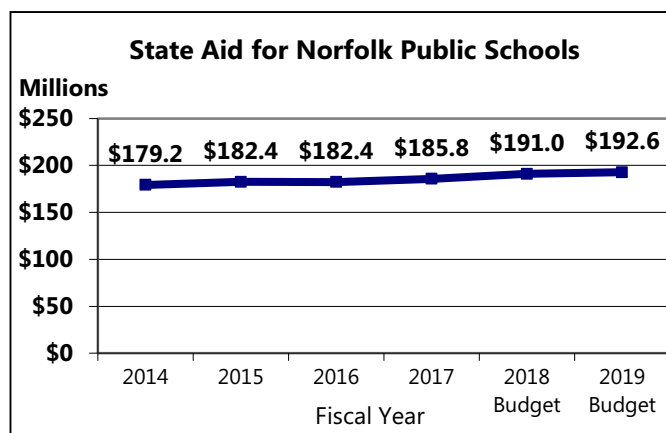
SHARED EXPENSES

Shared expenses consist of recovered costs from the Commonwealth for a portion of the salaries and benefits of constitutional and other offices serving the Norfolk community, including the Norfolk Electoral Board, Sheriff, City Treasurer, Commissioner of the Revenue, Clerk of the Circuit Court, and Commonwealth's Attorney. This revenue category makes up approximately 2.4 percent (\$21.4 million) of General Fund revenues and is virtually unchanged from FY 2018. The FY 2019 budget reflects annualizing state compensation actions that became effective August 1, 2017, anticipated personnel expenditure utilization, and state funds provided to the Commonwealth's Attorney for enhanced fraud prosecution services.

STATE CATEGORICAL AID

Categorical aid from the Commonwealth consists mainly of revenues earmarked for Norfolk Public Schools, public assistance grants and social service programs, Norfolk Community Services Board (NCSB), Virginia Department of Transportation (VDOT) funding for street maintenance and localities that host port-owned facilities, and local adult correctional facility. State categorical aid makes up approximately 30.4 percent (\$267.8 million) of General Fund revenues which is 0.7 percent (\$1.8 million) above the FY 2018 budget. The increase is mostly for Norfolk Public Schools. However, it is important to note that due to the state budget impasse, the FY 2019 Budget was developed based on the Governor's Introduced Budget for the 2018-2020 Biennium.

The majority of state categorical aid in FY 2019 is earmarked for Norfolk Public Schools, approximately \$192.6 million of the \$267.8 million. Categorical aid for Norfolk Public Schools includes the state sales and use tax and state school funds. State sales and use tax for schools is the revenue from the city's proportionate share of the state sales and use tax designated for public education. Since July 1, 2012, the city's share of the state sales and use tax is based on the population estimate provided by the Weldon Cooper Center for Public Service at the University of Virginia. Additionally in FY 2014, state sales and use tax dedicated to public education increased to 1½ cent due to the statewide transportation bill. Prior to FY 2014, 1¼ cent



of the state sales and use tax was dedicated to public education, which reflected the change in FY 2005 when half of the one-half cent sales and use tax increase adopted by the General Assembly was earmarked for local school divisions and real estate tax relief. Half of that quarter percent is distributed in the manner discussed above. The other half of the quarter percent goes to support the Standards of Quality (SOQ), which is included in state school funds. State school funds reflect schools operational costs. The rate of reimbursements is based on the SOQ

formula with reimbursement rates varying by program and area of emphasis. Changes in enrollment figures affect this revenue source. Localities are required to match the state contribution based on a composite index. Currently, Norfolk provides more than its required share of local effort.

Categorical aid also includes the state reimbursement for the cost of operating the Department of Human Services and Norfolk Community Services Board, estimated to be approximately \$36.3 million and \$10.0 million, respectively. State aid are tied to operating costs that include the cost of personnel, fringe benefits, nonpersonal services, rent for buildings and parking, etc. The reimbursement rate of the overall costs varies by program.

The jail per diem estimate is approximately \$2.6 million in FY 2019 with no changes anticipated in the jail per diem rates based on the Governor's Introduced Budget for the 2018-2020 Biennium. Since the 2016-2018 biennium, the amount appropriated by the Commonwealth has been based on the expected cost of jail per diems. In prior years, the General Assembly did not appropriate the full estimated statewide cost for jail per diems and the funding shortfall was addressed in the mid-biennium or caboose budget. However, if the appropriation falls short due to statewide inmate population being higher than anticipated, the Compensation Board will prorate the amounts distributed to local jails. The last time jail per diem rates were changed was during the 2010 session of the General Assembly. Since March 1, 2010, per diem payments for local responsible inmates in local or regional jails was reduced to \$4.00 per day from \$8.00 per day, while the per diem payments for state inmates housed in local jails was changed to \$12.00 per day from \$8.00 or \$14.00 per day (reflecting the \$6.00 bonus payment for certain state inmates). Payment for jail contract beds fell to \$8.00 per day from \$14.00 per day. These changes in the per diem rates resulted in approximately a \$2.0 million decline in jail per diem funding to the city.

Categorical aid also includes funds received from VDOT for street construction and maintenance and support for localities that host Virginia Port Authority owned real estate, estimated in total to be \$25.4 million in FY 2019. The funds for street construction and maintenance are received from VDOT to maintain the city's principal and minor arterials, collector roads and local streets based on moving lane miles. The revenue allocated to the city is based on a statewide maintenance index of the unit costs used on roads and bridges. Changes in the index are used to calculate and implement annual per-land-mile rates. The rates fluctuate on index changes and number of miles assessed. These funds offset qualifying operating costs recorded in the city's budget.

FEDERAL AID

Aid from the federal government primarily includes funds for Norfolk Public Schools and Norfolk Community Services Board. Federal aid totals approximately \$8.9 million or 1.0 percent of General Fund revenues in FY 2019. The 2.0 percent increase (\$170,000) from the FY 2018 budget is largely due to the reclassification of funds the city receives related to the housing of federal inmates from the United States Marshals Service into the General Fund beginning in FY 2019.

OTHER SOURCES AND TRANSFERS IN

Other sources and transfers in consist of intra-governmental transfers and carryforward funds. It totals approximately \$21.2 million or 2.4 percent of General Fund revenues in FY 2019. Other sources and transfers in includes transfers in from nongeneral funds (\$17.3 million) such as, Utilities (\$10 million), Tax Increment Financing Fund (\$4.3 million), and Public Amenities Fund (\$3.0 million) to support the Norfolk Consortium (see Outside Agencies section). The remaining amount (\$4.0 million) consists of the carry forward of savings by city departments including Nauticus and Norfolk Community Services Board, closeout of accounts, and re-appropriating the remaining \$700,000 of the Housing Trust Fund to support affordable housing initiatives (see Capital Improvement Plan). The FY 2019 amount is a decrease of approximately \$7.5 million from FY 2018, which was largely due to the removal of one-time funds such as, the portion of the FY 2016 surplus (\$2.7 million) and proceeds of sale land for the IKEA development project (\$3.85 million) budgeted in FY 2018.

APPROPRIATIONS

Department	FY 2019 Adopted
GENERAL FUND	
LEGISLATIVE	
City Council	387,332
City Clerk	1,778,855
City Real Estate Assessor	2,135,298
City Auditor	976,093
Total Legislative	5,277,578
EXECUTIVE	
City Manager	2,284,572
Office of Budget and Strategic Planning	1,605,644
Office of Resilience	498,575
Office of Marketing and Communications	1,822,393
Total Executive	6,211,184
DEPARTMENT OF LAW	4,828,532
CONSTITUTIONAL OFFICERS	
Commissioner of the Revenue	2,970,530
City Treasurer	2,430,195
Clerk of the Circuit Court	2,930,266
Commonwealth's Attorney	5,733,307
Sheriff and Jail	34,465,567
Total Constitutional Officers	48,529,865
JUDICIAL	
General District Court	276,186
Juvenile and Domestic Relations Court	79,793
Circuit Court Judges	866,146
Norfolk Juvenile Court Service Unit	159,853
Magistrate	11,438
Total Judicial	1,393,416
ELECTIONS	993,471
GENERAL MANAGEMENT	
Information Technology	16,884,625
Finance	5,753,018
General Services	25,864,300

Department	FY 2019 Adopted
Human Resources	3,672,938
Total General Management	52,174,881
COMMUNITY DEVELOPMENT	
City Planning	4,825,233
Neighborhood Development	4,476,031
Economic Development	2,474,122
Total Community Development	11,775,386
PARKS, RECREATION AND CULTURE	
Libraries	12,411,417
Cultural Facilities, Arts and Entertainment	6,670,139
Zoological Park	4,475,993
Nauticus	4,121,447
Recreation, Parks and Open Space	17,838,501
Total Parks, Recreation and Culture	45,517,497
CENTRAL AND OUTSIDE AGENCY APPROPRIATIONS	
Central Appropriations	23,211,506
Outside Agencies	53,898,790
Total Central and Outside Agency Appropriations	77,110,296
PUBLIC HEALTH AND ASSISTANCE	
Norfolk Community Services Board	25,321,258
Office to End Homelessness	268,502
Public Health	3,617,181
Human Services	48,138,513
Total Public Health and Assistance	77,345,454
PUBLIC SAFETY	
Police	75,717,773
Fire-Rescue	46,167,025
Total Public Safety	121,884,798
PUBLIC WORKS	27,896,256
DEBT SERVICE	71,493,862
PUBLIC SCHOOL EDUCATION (Norfolk Public Schools)	328,355,950
Total General Fund	880,788,426

Department	FY 2019 Adopted
SPECIAL REVENUE FUNDS	
Storm Water Management	16,578,294
Towing and Recovery Operations	1,659,265
Cemeteries	2,037,123
Golf Operations	15,000
Public Amenities	7,698,409
Emergency Preparedness and Response	6,017,380
Tax Increment Financing	5,855,000
Waste Management	20,452,214
Total Special Revenue Funds	60,312,685
ENTERPRISE FUNDS	
Water Utility	89,144,865
Wastewater Utility	32,495,930
Parking Facilities Fund	24,020,083
Total Enterprise Funds	145,660,878
INTERNAL SERVICE FUNDS	
Healthcare	92,346,084
Fleet Management	11,595,120
Total Internal Service Funds	103,941,204
TOTAL CITY OPERATIONS	1,190,703,193
CAPITAL IMPROVEMENT PLAN	112,039,271
ANNUAL PLAN	5,841,730
TOTAL APPROPRIATIONS	1,308,584,194

SELECTED TAX RATES AND FEES

Description	FY 2018 Adopted	FY 2019 Adopted
PROPERTY TAXES		
Real Estate (General Tax)	\$1.15/\$100 Assessed Value	\$1.25/\$100 Assessed Value
Real Estate (Downtown Improvement District)	\$1.31/\$100 Assessed Value	\$1.41/\$100 Assessed Value
Personal Property		
Airplane	\$2.40/\$100 Assessed Value	\$2.40/\$100 Assessed Value
Motor Vehicle	\$4.33/\$100 Assessed Value	\$4.33/\$100 Assessed Value
Recreational Vehicle	\$1.50/\$100 Assessed Value	\$1.50/\$100 Assessed Value
Business Furniture, Fixtures, and Equipment	\$4.33/\$100 Assessed Value	\$4.33/\$100 Assessed Value
Watercraft - Business	\$1.50/\$100 Assessed Value	\$1.50/\$100 Assessed Value
Watercraft - Recreational	\$0.50/\$100 Assessed Value	\$0.50/\$100 Assessed Value
Machinery & Tools	\$4.25/\$100 Assessed Value	\$4.25/\$100 Assessed Value
OTHER LOCAL TAXES		
Amusement and Admissions	10%	10%
Cigarette	85 cents/pack of 20 cigarettes (42.5 mils/cigarette)	95 cents/pack of 20 cigarettes (47.5 mils/cigarette)
Emergency 911 (Landline)	Replaced by the statewide E-911 tax rate of \$0.75/line/month	Replaced by the statewide E-911 tax rate of \$0.75/line/month
Hotel/Motel Lodging	8%	8%
Bed Tax	\$2.00 per room night	\$3.00 per room night
Food and Beverage	6.5%	6.5%
Motor Vehicle License:		
Small Trailers (<2,000 pounds)	\$11.50	\$11.50
Motorcycles	\$20.00	\$20.00
Cars and Small Trucks	\$31.00	\$31.00
Mid-Size Trucks/Vans (>4,000 pounds)	\$36.00	\$36.00
Large Vehicles (over 19,000 pounds)	\$1.60-\$1.80/1,000 pounds of gross weight (additional \$5 flat fee)	\$1.60-\$1.80/1,000 pounds of gross weight (additional \$5 flat fee)

Description	FY 2018 Adopted	FY 2019 Adopted
REFUSE DISPOSAL		
Residential		
Single or Multiple Units (four units or less)	\$28.01/unit/month	\$25.01/unit/month
Multiple Units (five units or more)	\$46.94/container/month	\$43.94/container/month
Commercial		
Business 1 times per week	\$61.18/unit/month	\$61.18/unit/month
Business 5 times per week	\$151.64/unit/month	\$151.64/unit/month
Combined Commercial and Residential	\$89.19/unit/month	\$89.19/unit/month
WATER AND WASTEWATER UTILITY FEES		
Water	\$4.93/100 cubic feet	\$5.11/100 cubic feet
Wastewater	\$4.13/100 cubic feet	\$4.30/100 cubic feet
STORM WATER FEES (rate calculated based on a 30-day month)		
Residential	\$11.40/month	\$11.70/month
Commercial	\$8.16/month per 2,000 sq. ft.	\$8.38/month per 2,000 sq. ft.
UTILITY TAXES		
Commercial		
Gas	Rate/month: \$3.225 + \$0.167821/CCF 0-70 CCF + \$0.161552/CCF 71-430 CCF + \$0.15363/CCF on balance (maximum of \$500/month)	Rate/month: \$3.225 + \$0.167821/CCF 0-70 CCF + \$0.161552/CCF 71-430 CCF + \$0.15363/CCF on balance (maximum of \$500/month)
Electricity (Manufacturing)	Rate/month: \$1.38 + \$0.004965/kWh 0-3,625,100 kWhs + \$0.004014/kWh on balance (maximum of \$53,000/month)	Rate/month: \$1.38 + \$0.004965/kWh 0-3,625,100 kWhs + \$0.004014/kWh on balance (maximum of \$53,000/month)
Electricity (Non-Manufacturing)	Rate/month: \$2.87 + \$0.017933/kWh 0-537 kWh + \$0.006330/kWh on balance	Rate/month: \$2.87 + \$0.017933/kWh 0-537 kWh + \$0.006330/kWh on balance
Telephone (Cellular, Landline)	Replaced by the State Communications Sales & Use Tax 5% of sales price of services	Replaced by the State Communications Sales & Use Tax 5% of sales price of services
Water	25% on first \$75, plus 15% of bill in excess of \$75	25% on first \$75, plus 15% of bill in excess of \$75
Residential		
Cable and Satellite Service Telephone (Cellular, Landline)	Replaced by the State Communications Sales & Use Tax	Replaced by the State Communications Sales & Use Tax
Electricity	\$1.75 + \$0.016891/kWh monthly (capped at \$3.75/month)	\$1.75 + \$0.016891/kWh monthly (capped at \$3.75/month)
Gas	\$1.50/month	\$1.50/month
Water (5/8" Meter)	25% on first \$22.50/month	25% on first \$22.50/month

GENERAL FUND BALANCE RESERVES

The establishment and maintenance of general operating reserves is considered one of the most effective management practices a local government can employ. City Council passed a resolution in July 2013 updating the city's policies on reserves, described in the "Financial Policies" section of the Budget Overview.

The purpose of a reserve is to act as the city's "savings" account to meet emergency, unanticipated needs without jeopardizing the ongoing provision of city services. Reserves help to cushion against cash flow challenges as seen in FY 2004 with the significantly large unexpected expenses of Hurricane Isabel when the city appropriated \$22.2 million from the General Fund undesignated fund balance to provide an interim source of funding for emergency costs. The appropriate size of reserves depends on variability of revenues and expenditures and an organization's cash flow needs.

Because the city is self-insured, the Risk Management Reserve was created in the event of a major unanticipated workers compensation or general liability claim. In FY 2008, the Risk Management Reserve was reduced by \$4.9 million from \$5.7 million to \$0.8 million to settle a major general liability claim. In FY 2010, City Council approved using approximately \$1.1 million of the FY 2008 and FY 2009 year-end surplus in accordance with the city's practice to replenish the Risk Management Reserve. During the FY 2013 budget worksession, City Council strengthened reserves further, increasing the General Fund balance reserves from \$45,457,834 to \$48,332,591. In FY 2015 and in FY 2016, City Council appropriated \$2.0 million from the year-end surplus in each year to the Risk Management and Economic Downturn reserves, bringing them to their financial policy goal, and raising the General Fund balance reserves to \$52,332,591.

General Fund Balance Reserves

Reserve	FY 2017 Actual	FY 2018 Minimum	FY 2018 Projected
Unassigned Reserve ("five percent reserve")¹	\$42,332,591	\$43,118,803	\$43,118,803
Risk Management Reserve²	\$5,000,000	\$3 - \$5 million	\$5,000,000
Economic Downturn Reserve²	\$5,000,000	\$3 - \$5 million	\$5,000,000
General Fund Balance Reserves at June 30³	\$52,332,591		\$53,118,803

¹ The minimum FY 2018 unassigned reserve of \$43,118,803 is based upon the projected Amended FY 2018 General Fund Budget of \$862,376,054.

² In July 2013, City Council passed a resolution setting the goal for the Risk Management Reserve and Economic Downturn Reserve at an amount not to exceed \$5.0 million and no less than \$3.0 million.

³ The amounts above exclude reserves for encumbrances and other legally restricted reserves and designations for specific appropriations.

ESTIMATED GENERAL FUND - FUND BALANCE

Beginning General Fund - Fund Balance, July 1, 2017 (CAFR)*		\$116,119,909
Add Revenues**		
Revenues (excluding transfers)	\$828,522,591	
Return from utilities and waste management funds	\$10,185,824	
Return from tax increment financing fund	\$3,702,265	
Public amenities fund support for Norfolk Consortium	\$3,000,000	
Total Fund Balance and Revenues		\$961,530,589
Less: Anticipated Expenditures**		
Norfolk Public Schools operating budget	\$325,292,145	
Public safety	\$117,145,211	
Public health and assistance	\$78,077,086	
Other city departments	\$204,470,207	
Central appropriations and outside agencies	\$65,651,909	
Debt service	\$66,639,496	
Projected Fund Balance at June 30, 2018 with anticipated expenditures		\$104,254,535
Less Anticipated Uses of Fund Balance:		
Use of FY 2017 surplus for debt reduction in FY 2019	\$5,100,000	
Total Estimated Fund Balance at June 30, 2018		\$99,154,535

*Amount reported in the FY 2017 Comprehensive Annual Financial Report (CAFR)

**Reflects amounts in the Adopted FY 2018 General Fund Budget

SUMMARY OF CHANGES IN FUND BALANCE

General Fund

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Operating Revenues			
General property taxes	264,432,379	272,214,800	296,531,400
Other local taxes	159,645,817	166,625,000	169,805,000
Permits and fees	3,576,366	3,191,900	3,836,785
Fines and forfeitures	920,282	1,215,000	1,185,000
Charges for services	26,343,778	25,970,611	26,591,119
Miscellaneous	13,293,768	8,970,789	8,952,217
Recovered costs	11,979,494	11,758,591	11,695,852
Commonwealth	314,854,338	322,169,827	324,661,480
Federal	8,379,877	8,701,490	8,871,490
Total Operating Revenues	803,426,099	820,818,008	852,130,343
Operating Expenses			
Personnel services	281,654,660	296,469,073	302,874,451
Contractual services	43,402,521	42,446,304	43,936,223
Materials, supplies and repairs	39,549,734	41,284,359	40,395,548
Department specific appropriation	379,109,746	391,773,816	405,168,788
Public assistance	13,216,045	13,714,778	14,655,895
Total Operating Expenses	756,932,706	785,688,330	807,030,905
Operating Income (Loss)	46,493,393	35,129,678	45,099,438
Non-Operating Revenues (Expenses)			
Money and use of property	7,530,410	7,704,583	7,421,420
Capital outlay	(1,815,000)	(2,770,257)	(4,543,701)
Debt service	(70,217,130)	(65,752,240)	(66,218,879)
Acctg. for Encumbrances for Budget not GAAP	12,758,839	0	0
Total Non-Operating Revenue/Expense	(51,742,881)	(60,817,914)	(63,341,160)
Income (Loss) Before Operating Transfers	(5,249,488)	(25,688,236)	(18,241,722)
Operating transfers in	16,485,591	16,888,089	17,253,465
Operating transfers out	(2,903,938)	(3,065,227)	(2,994,941)
Total Operating Transfers	13,581,653	13,822,862	14,258,524
Net Change in Fund Balance*	8,332,165	(11,865,374)	(3,983,198)
Beginning Fund Balance at July 1	107,787,744	116,119,909	104,254,535
Ending Fund Balance at June 30 **	116,119,909	104,254,535	100,271,337

*Approximately \$5.1 million of the FY 2017 surplus will be used for debt reduction in FY 2019. The FY 2018 amount includes proceeds from the sale of land (\$3.85 million) received but not budgeted during FY 2017 and carryforward of a portion of the FY 2016 surplus (\$2.7 million) and \$700,000 of unspent FY 2016 Housing Trust Fund for one-time expenses.

**The FY 2018 amount is the amount prior to anticipated use of FY 2017 surplus for debt reduction in FY 2019. See Estimated General Fund - Fund Balance for details.

Special Revenue Funds

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Operating Revenues			
General property taxes	5,384,000	5,266,000	5,855,000
Other local taxes	9,893,162	10,215,596	10,474,596
Fines and forfeitures	0	11,535	12,000
Charges for services	39,299,863	40,381,778	38,422,956
Miscellaneous	142,659	535,199	586,334
Recovered costs	0	2,131,000	1,769,551
Commonwealth	1,765,944	77,000	81,000
Federal	92,904	113,617	0
Total Operating Revenues	56,578,532	58,731,725	57,201,437
Operating Expenses			
Personnel services	17,289,044	19,527,969	20,459,901
Contractual services	15,200,653	14,432,934	11,426,232
Materials, supplies and repairs	4,997,090	6,359,520	4,727,611
Department specific appropriation	8,704,293	1,856,018	1,521,135
Total Operating Expenses	46,191,080	42,176,441	38,134,879
Operating Income (Loss)	10,387,452	16,555,284	19,066,558
Non-Operating Revenues (Expenses)			
Money and use of property	47,141	990,130	826,130
Capital outlay	(1,545,428)	(2,778,353)	(3,570,125)
Gain/(Loss)-Sale of fixed assets & investments	0	10,000	20,214
Debt service	(7,595,822)	(9,534,202)	(10,039,016)
Total Non-Operating Revenue/Expense	(9,094,109)	(11,312,425)	(12,762,797)
Income (Loss) Before Operating Transfers	1,293,343	5,242,859	6,303,761
Operating transfers in	1,362,125	1,477,971	1,507,685
Operating transfers out	(10,800,792)	(9,203,289)	(8,568,665)
Total Operating Transfers	(9,438,667)	(7,725,318)	(7,060,980)
Net Change in Fund Balance*	(8,145,324)	(2,482,459)	(757,219)
Beginning Fund Balance at July 1	29,442,310	21,296,986	18,814,527
Ending Fund Balance at June 30	21,296,986	18,814,527	18,057,308

*Approximately \$7.1 million of the FY 2017 amount and \$2.2 million of the FY 2018 amount reflects the change in fund balance of the Public Amenities Fund. See Public Amenities Fund for details.

SUMMARY OF CHANGES IN NET ASSETS

Enterprise Funds

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Operating Revenues			
Permits and fees	0	625,324	664,500
Fines and forfeitures	0	2,106,842	1,750,000
Charges for services	134,170,141	134,778,854	139,050,195
Miscellaneous	2,244,196	187,180	186,900
Recovered costs	0	1,341,600	1,341,600
Total Operating Revenues	136,414,337	139,039,800	142,993,195
Operating Expenses			
Personnel services	30,547,654	28,754,722	29,240,087
Contractual services/Materials, supplies and repairs	32,770,278	31,249,839	34,234,552
Depreciation	26,184,410	0	0
Department specific appropriation	0	6,257,956	5,735,067
Total Operating Expenses	89,502,342	66,262,517	69,209,706
Operating Income (Loss)	46,911,995	72,777,283	73,783,489
Non-Operating Revenues (Expenses)			
Money and use of property	431,689	329,087	630,000
Capital outlay	0	(775,291)	(763,074)
Intergovernmental revenue	149,645	0	0
Miscellaneous revenue (expense)	(16,127)	0	0
Gain/(Loss)-Sale of fixed assets & investments	(854,416)	7,400	7,400
Debt service	(18,112,101)	(62,171,361)	(62,788,098)
Total Non-Operating Revenue/Expense	(18,401,310)	(62,610,165)	(62,913,772)
Income (Loss) Before Operating Transfers	28,510,685	10,167,118	10,869,717
Capital Contribution	188,476	0	0
Operating transfers in	0	0	0
Operating transfers out	(10,000,000)	(12,900,000)	(12,900,000)
Total Operating Transfers/Capital Contribution	(9,811,524)	(12,900,000)	(12,900,000)
Net Income (Loss)	18,699,161	(2,732,882)	(2,030,283)
Beginning Net Assets at July 1	418,774,379	437,473,540	434,740,658
Ending net assets at June 30	437,473,540	434,740,658	432,710,375

Internal Service Funds

	FY 2016 Actual	FY 2018 Adopted	FY 2019 Adopted
Operating Revenues			
Charges for services	87,812,872	106,179,360	103,843,839
Miscellaneous	36,150	0	0
Recovered costs	0	63,865	63,865
Total Operating Revenues	87,849,022	106,243,225	103,907,704
Operating Expenses			
Personnel services	3,211,061	3,527,618	3,731,050
Cost of Goods Sold	3,311,951	0	0
Contractual services	80,446,472	98,244,525	95,894,272
Materials, supplies and repairs/Other	4,418,955	4,493,582	4,284,382
Depreciation	258,678	0	0
Total Operating Expenses	91,647,117	106,265,725	103,909,704
Operating Income (Loss)	(3,798,095)	(22,500)	(2,000)
Non-Operating Revenues (Expenses)			
Money and use of property	0	5,000	3,500
Capital outlay	0	(32,500)	(31,500)
Miscellaneous revenue (expense)	0	0	0
Gain/(Loss)-Sale of fixed assets & investments	0	50,000	30,000
Total Non-Operating Revenue/Expense	0	22,500	2,000
Income (Loss) Before Operating Transfers	(3,798,095)	0	0
Operating transfers in	0	0	0
Operating transfers out	0	0	0
Total Operating Transfers	0	0	0
Net Income (Loss)	(3,798,095)	0	0
Beginning Net Assets at July 1	4,471,417	673,322	673,322
Ending net assets at June 30	673,322	673,322	673,322

TRANSFERS FROM/TO

The tables below present certain fund to fund transfers in FY 2019, which include: General Fund support of capital projects and special revenue funds; transfers from enterprise activities and special revenue funds to the General Fund; and cash contribution from General Fund and nongeneral funds for capital projects.

Transfer from General Fund to

FY 2019

Capital Improvement Program	1,487,256
Cemetery Fund	230,994
Emergency Preparedness and Response Fund	1,276,691
Total Transfers from General Fund	2,994,941

Transfer to General Fund from

Public Amenities Fund	3,000,000
Tax Increment Financing Fund	4,253,465
Wastewater Utility Fund	1,500,000
Water Utility Fund	8,500,000
Total Transfers to General Fund	17,253,465

Transfer to Capital Improvement Program from

General Fund	1,487,256
Land Acquisition Fund	826,678
Parking Facilities Fund	2,900,000
Storm Water Management Fund	1,315,200
Water Utility Fund	20,000,000
Total Transfers to the Capital Improvement Program	26,529,134

FULL TIME EQUIVALENT (FTE) STAFFING SUMMARY

	FY 2017 Adopted FTE	FY 2018 Adopted FTE	FY 2019 Adopted FTE	Change FY 2018 to FY 2019
General Fund				
Budget and Strategic Planning	18.0	18.0	16.0	-2.0
Circuit Court Judges	5.0	5.0	5.0	0.0
City Attorney	34.0	34.0	34.0	0.0
City Auditor	9.0	9.0	9.0	0.0
City Clerk	14.0	14.0	15.0	1.0
City Council	8.0	8.0	8.0	0.0
City Manager	14.0	14.0	14.0	0.0
City Planning	65.0	65.0	62.0	-3.0
City Real Estate Assessor	24.0	24.0	24.0	0.0
City Treasurer	31.0	31.0	31.0	0.0
Clerk of Circuit Court	49.0	49.0	49.0	0.0
Commissioner of the Revenue	42.0	42.0	38.0	-4.0
Commonwealth's Attorney	58.0	59.0	60.0	1.0
Cultural Facilities, Arts & Entertainment	54.0	54.0	54.0	0.0
Economic Development	20.0	21.0	17.0	-4.0
Elections	6.0	6.0	6.0	0.0
Finance Department	48.8	58.0	53.0	-5.0
Fire-Rescue	504.0	504.0	504.0	0.0
General Services and Administration	130.0	131.0	128.2	-2.8
Human Resources	36.0	36.0	33.0	-3.0
Human Services	525.5	525.5	476.0	-49.5
Information Technology	106.0	90.0	82.0	-8.0
Libraries	124.6	134.6	130.2	-4.4
Nauticus	40.3	40.3	27.3	-13.0
Neighborhood Development	56.0	56.0	53.0	-3.0
Norfolk Community Services Board	283.9	289.1	263.1	-26.0
Office of Marketing and Communications ¹	0.0	15.0	16.0	1.0
Office of Resilience	3.0	3.0	3.0	0.0
Office to End Homelessness	3.0	3.0	3.0	0.0
Police	874.0	874.0	874.0	0.0
Public Health	11.0	11.0	8.5	-2.5
Public Works	225.0	226.0	207.0	-19.0

	FY 2017 Adopted FTE	FY 2018 Adopted FTE	FY 2019 Adopted FTE	Change FY 2018 to FY 2019
Recreation, Parks and Open Space	216.7	216.7	203.7	-13.0
Sheriff and Jail ²	475.0	447.0	447.0	0.0
Zoological Park	51.1	51.1	50.3	-0.8
Total General Fund	4,164.8	4,164.3	4,000.3	-160.0
Special Revenue Funds				
Cemeteries	32.8	32.8	32.8	0.0
Emergency Preparedness and Response	90.0	90.0	82.0	-8.0
Storm Water Management	109.0	112.0	99.0	-13.0
Towing and Recovery Operations	9.9	9.9	8.9	-1.0
Waste Management	101.0	101.0	105.0	4.0
Total Special Revenue Funds	342.7	345.7	327.7	-18.0
Enterprise Funds				
Parking Facilities	65.0	65.0	63.2	-1.8
Wastewater Utility	105.0	105.0	103.0	-2.0
Water Utility	292.5	292.5	290.5	-2.0
Total Enterprise Funds	462.5	462.5	456.7	-5.8
Internal Service Funds				
Fleet	56.8	56.8	53.0	-3.8
Healthcare ³	0.0	0.0	2.0	2.0
Total Internal Service Funds	56.8	56.8	55.0	-1.8
Total All Funds^{4,5}	5,026.9	5,029.3	4,839.7	-185.6

Only permanent positions are reflected in the Budget Document.

¹The FY 2018 Budget created the Office of Marketing and Communications.

²The State Compensation Board reduced approved positions by 28, effective between FY 2017 and FY 2018.

³The FY 2019 Budget creates two positions in the Healthcare Fund.

⁴The city will transition to position-based budgeting in FY 2019, resulting in the reduction of 130.1 vacant FTEs.

⁵ Net position reductions resulting from FY 2019 budget actions is 55.5 FTEs.

CITY INDEBTEDNESS

The Virginia Constitution authorizes cities and counties in Virginia to issue general obligation bonds secured by a pledge of its full faith and credit. For the payment of such bonds, the governing body of the city is required to levy an ad valorem tax on all property subject to local taxation to ensure debt service payment. The issuance of general obligation bonds is subject to a limit of 10 percent of the assessed value of taxable real property in the city.

The Public Finance Act of Virginia authorizes a city in Virginia to issue limited liability revenue bonds provided that the rates, rents, fees or other charges are sufficient to pay the cost of operation and administration and the principal and interest on the bonds when due. In determining general obligation statutory debt limitations, certain classes of indebtedness may be excluded, including revenue anticipation notes maturing in one year or less, general obligation bonds payable from a specified revenue producing undertaking, so long as the undertaking is self-supporting, capital leases, and revenue bonds. The city's Wastewater enterprise operations finance capital needs through a combination of self-supporting, general obligation and revenue bonds and the water enterprise utilizes only revenue bonds for its financing needs. The city's Parking, Storm Water, Nauticus, Towing and Recovery, and Waste Management operations finance capital needs with self-supporting general obligation bonds.

The following table shows the estimated general obligation Legal Debt Margin for the current fiscal year as of June 30, 2018, and for the past four fiscal years.

As of	Taxable Real Property Assessed Value ⁽¹⁾	Debt Limit: 10% of Assessed Value	Debt Applicable to Debt Limit	Amount of Debt as % of Debt Limit	Legal Margin for Additional Debt
June 30, 2018 ^{(2) (3)}	19,845,463,868	1,984,546,387	1,116,152,221	56.24%	868,394,166
June 30, 2017	19,433,889,018	1,943,388,902	1,065,983,734	54.85%	877,405,168
June 30, 2016	19,106,737,956	1,910,673,796	988,381,838	51.73%	922,291,958
June 30, 2015	18,734,201,726	1,873,420,173	914,299,379	48.80%	959,120,794
June 30, 2014	18,421,412,121	1,842,141,212	912,700,343	49.55%	929,440,869

(1)The figure includes the assessed valuation of the following properties: public service corporations (as assessed by the State Corporation Commission and the Virginia Department of Taxation); and residential, commercial, apartments and vacant land (as assessed by the City Assessor).

(2)Taxable Real Property Assessed Value is estimated as of March 31, 2018.

(3)Projected Debt Applicable to Debt Limit excludes \$247,038,293 of General Obligation Bonds authorized by ordinance for Capital Improvement Projects, but not yet issued.

OVERLAPPING DEBT

The City of Norfolk is autonomous and independent of any county or other political subdivision and is not subject to taxation by any county or school district, nor is it liable for any county or school division indebtedness. There is no overlapping debt.

STATEMENT OF NO PAST DEFAULT

The city has never defaulted on the payment of either principal or interest on its general obligation debt.

OUTSTANDING DEBT

Debt service for General Capital Improvements is funded from the General Fund. The debt of the enterprise and other fee-supported operations are paid from the respective revenues. The estimated total outstanding bonded indebtedness, including revenue bonds, at the end of FY 2018 is estimated to be \$1,293,792,891.

GENERAL CAPITAL IMPROVEMENTS—AFFORDABILITY MEASURES

The Capital Improvement Plan for General Capital Improvements (bonds not supported by self-supporting user fees) is guided by two measures of affordability. These measures or debt limits, based on the approved Capital Improvement Plan, are as follows:

- Debt Service as a percent of the General Fund budget (not to exceed 10 percent)
- Net debt as a percent of taxable property (not to exceed 3.5 percent)

The FY 2019 Capital Improvement Plan is within the two measures of affordability listed above. The city will need to maintain a moderate Capital Improvement Plan with a focus of maintenance and rehabilitation of existing infrastructure to stay within these measures as some major essential governmental projects are financed, such as a new city courthouse, several schools and a new anchor branch library for Broad Creek.

ENTERPRISE OPERATIONS DEBT

Norfolk's Water and Wastewater Revenue Bond programs are governed by bond indentures of trust and financing agreements, which specify debt coverage requirements for their respective operations. Each of the revenue bond programs are backed by the revenues of their respective system. The city has covenanted that it will establish, fix, charge and collect rates, fees and other charges so that in each Fiscal Year Net Revenues are not less than the debt service coverage requirement. All revenue bond programs, historically and estimated for FY 2019 meet debt coverage requirements. As previously noted, outstanding Wastewater bonds are a combination of general obligations of the city and revenue bonds and Water bonds are solely revenue bonds. The city's Parking operations finance capital needs with self-supporting general obligation bonds. As a matter of practice, the city pays such general obligation bonds from its respective enterprise activities. In the event that money in the respective funds is not sufficient to pay debt service on the general obligations, the city is obligated to pay such debt service from the General Fund or other available revenues.

BOND RATINGS

Bond or credit ratings are an independent opinion of the general creditworthiness of an issuer, such as the city, based on relevant risk factors. Long-term general obligation ratings are based on an issuer's ability and willingness to repay fully the principal and interest of its debt obligations, on a timely basis. Municipal credit ratings are primarily based on four main factors: the issuer's financial position, the issuer's current and future debt burden, financial management and the economy. Often an investor places significant emphasis on a bond's credit rating to help evaluate a price or willingness to hold the investment.

Each of the three major credit rating agencies in the U.S.: Moody's Investors Service ("Moody's"), S&P Global Ratings ("S&P") and Fitch Ratings ("Fitch") applies its own methodology in measuring creditworthiness and uses a specific rating scale to communicate its ratings opinions. Typically, ratings are expressed as letter grades that range, from 'AAA' to 'D' to communicate the agency's opinion of relative level of credit risk. Credits are further distinguished

with “notches” within each rating category. Credit ratings for the city’s General Obligation and Water Revenue Bond programs are as follows:

Bonding Program	Moody’s	S&P	Fitch
General Obligation	Aa2	AA+	AA+
Water Revenue	Aa2	AA+	AA+

Norfolk's rating on its General Obligations Bonds of Aa2/AA+/AA+ and its Water Revenue Bonds of Aa2/AA+/AA+ are very strong and continue to assist the city in achieving least cost of funds to finance key capital projects throughout the city. All agencies reaffirmed the city’s General Obligation long-term ratings in October 2017 reaffirmed the city’s Water Revenue long-term ratings in February 2018. In general, AA category rating signifies very high-quality bonds with some elements of long-term risks.

In addition to being reaffirmed, S&P boosted the city’s rating outlook from stable to positive highlighting Norfolk’s “strong economy,” its “very strong budgetary flexibility and strong budgetary performance” and “very strong management conditions with strong policies and practices” in addition to “its ability to consistently maintain balanced operations.” The positive outlook reflects S&P’s opinion that there is a one-in-two change it could raise the city’s rating within two years. The positive outlook reflects a trend of growth in the economic base and income indicators of the city.

The city’s Wastewater Revenue Bonds do not maintain an underlying, or stand-alone unenhanced, credit rating.

Computation of Legal Debt Margin

June 30, 2018 (Estimated)			
Total Assessed Value of Taxed Real Property as of March 31, 2018			\$19,845,463,868
Debt Limit: 10 percent of Total Assessed Value			\$1,984,546,387
Amount of Debt Applicable to Debt Limit: ⁽¹⁾⁽²⁾⁽³⁾			
Gross Debt	\$902,232,221		
Line of Credit	\$200,000,000		
Economic Development Authority Note	\$13,920,000	\$1,116,152,221	
Legal Debt Margin			\$868,394,166
Amount of Debt as a percent of Debt Limit			56.24%

(1) Includes all nongeneral fund supported General Obligation debt such as Wastewater, Parking, Storm Water, Nauticus, Towing and Recovery Operations, and Waste Management.

(2) The Legal Debt Margin computation does not include any revenue bond debt issued by the city, because such debt is not subject to the Commonwealth’s Constitutional Debt Limit.

(3) Excludes \$247,038,293 of General Obligation Bonds authorized by ordinance for Capital Improvement Projects, but not yet issued.

YEARLY MATURITY OF LONG-TERM DEBT

Fiscal Year	General Obligation ^{(1) (2)}			General Obligation Equipment ⁽¹⁾			Water Revenue ⁽¹⁾		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2019	54,270,613	39,546,154	93,816,767	6,615,000	979,620	7,594,620	14,200,000	15,858,467	30,058,467
2020	63,267,092	35,917,834	99,184,927	5,345,000	629,817	5,974,817	13,830,000	15,044,375	28,874,375
2021	61,249,272	33,254,943	94,504,215	4,580,000	404,008	4,984,008	15,965,000	14,311,275	30,276,275
2022	60,104,453	30,639,027	90,743,480	2,020,000	247,450	2,267,450	17,170,000	13,504,400	30,674,400
2023	59,315,800	28,035,753	87,351,553	2,030,000	147,800	2,177,800	18,335,000	13,027,150	31,362,150
2024	59,263,344	25,442,307	84,705,651	585,000	84,025	669,025	19,440,000	11,700,150	31,140,150
2025	54,040,331	22,961,395	77,001,726	460,000	56,500	516,500	18,075,000	10,768,525	28,843,525
2026	52,294,345	20,528,340	72,822,685	355,000	36,125	391,125	19,170,000	9,843,900	29,013,900
2027	51,459,466	18,131,973	69,591,439	355,000	18,375	373,375	12,010,000	9,058,700	21,068,700
2028	46,604,559	15,941,133	62,545,692	190,000	4,750	194,750	12,700,000	8,431,750	21,131,750
2029	37,030,290	14,036,259	51,066,548	-	-	-	13,505,000	7,774,775	21,279,775
2030	37,765,290	12,257,118	50,022,408	-	-	-	8,700,000	7,210,638	15,910,638
2031	38,025,290	10,464,265	48,489,555	-	-	-	9,395,000	6,790,450	16,185,450
2032	25,275,290	8,621,940	33,897,230	-	-	-	9,695,000	6,392,538	16,087,538
2033	36,495,290	7,142,664	43,637,953	-	-	-	8,080,000	5,953,569	14,033,569
2034	24,710,290	5,793,749	30,504,039	-	-	-	8,515,000	5,465,138	13,980,138
2035	21,530,290	4,745,654	26,275,944	-	-	-	9,000,000	4,984,694	13,984,694
2036	21,760,290	3,788,256	25,548,546	-	-	-	9,485,000	4,566,325	14,051,325
2037	21,700,290	2,798,590	24,498,879	-	-	-	8,565,000	4,216,613	12,781,613
2038	18,790,290	1,854,098	20,644,388	-	-	-	9,015,000	3,838,506	12,853,506
2039	9,985,145	1,270,127	11,255,272	-	-	-	9,490,000	3,393,394	12,883,394
2040	2,630,000	1,049,541	3,679,541	-	-	-	7,705,000	2,987,144	10,692,144
2041	2,655,000	943,028	3,598,028	-	-	-	8,075,000	2,622,906	10,697,906
2042	2,685,000	851,736	3,536,736	-	-	-	8,480,000	2,167,838	10,647,838
2043	3,915,000	728,795	4,643,795	-	-	-	8,920,000	1,620,488	10,540,488
2044	3,295,000	563,360	3,858,360	-	-	-	10,050,000	1,079,869	11,129,869
2045	3,090,000	408,231	3,498,231	-	-	-	10,590,000	541,981	11,131,981
2046	3,205,000	255,503	3,460,503	-	-	-	1,685,000	223,875	1,908,875
2047	3,330,000	96,926	3,426,926	-	-	-	1,770,000	137,500	1,907,500
2048	425,000	8,060	433,060	-	-	-	1,865,000	46,625	1,911,625
Total	880,167,317	348,076,760	1,228,244,077	22,535,000	2,608,470	25,143,470	323,480,000	193,563,554	517,043,554

*Fiscal Year amounts may not add to total due to rounding.

YEARLY MATURITY OF LONG-TERM DEBT (CONTINUED)

Fiscal Year	Wastewater Revenue ⁽¹⁾			Totals ⁽¹⁾		
	Principal	Interest	Total	Principal	Interest	Total
2019	4,169,419	-	4,169,419	79,255,033	56,384,241	135,639,273
2020	4,331,919	-	4,331,919	86,774,011	51,592,026	138,366,038
2021	4,331,919	-	4,331,919	86,126,191	47,970,227	134,096,418
2022	4,331,919	-	4,331,919	83,626,373	44,390,877	128,017,249
2023	4,331,919	-	4,331,919	84,012,720	41,210,703	125,223,423
2024	4,331,919	-	4,331,919	83,620,264	37,226,482	120,846,745
2025	4,331,919	-	4,331,919	76,907,251	33,786,420	110,693,670
2026	4,331,919	-	4,331,919	76,151,265	30,408,365	106,559,629
2027	4,331,919	-	4,331,919	68,156,385	27,209,048	95,365,433
2028	4,331,919	-	4,331,919	63,826,478	24,377,633	88,204,111
2029	4,331,919	-	4,331,919	54,867,209	21,811,034	76,678,243
2030	3,906,919	-	3,906,919	50,372,209	19,467,756	69,839,965
2031	3,481,919	-	3,481,919	50,902,209	17,254,715	68,156,924
2032	3,106,919	-	3,106,919	38,077,209	15,014,478	53,091,687
2033	2,606,919	-	2,606,919	47,182,209	13,096,233	60,278,441
2034	2,374,419	-	2,374,419	35,599,709	11,258,887	46,858,596
2035	1,851,936	-	1,851,936	32,382,225	9,730,348	42,112,574
2036	1,311,952	-	1,311,952	32,557,242	8,354,581	40,911,823
2037	843,476	-	843,476	31,108,766	7,015,202	38,123,968
2038	475,000	-	475,000	28,280,290	5,692,604	33,972,894
2039	162,500	-	162,500	19,637,645	4,663,521	24,301,166
2040	-	-	-	10,335,000	4,036,684	14,371,684
2041	-	-	-	10,730,000	3,565,934	14,295,934
2042	-	-	-	11,165,000	3,019,574	14,184,574
2043	-	-	-	12,835,000	2,349,283	15,184,283
2044	-	-	-	13,345,000	1,643,229	14,988,229
2045	-	-	-	13,680,000	950,213	14,630,213
2045	-	-	-	4,890,000	479,378	5,369,378
2047	-	-	-	5,100,000	234,426	5,334,426
2048	-	-	-	2,290,000	54,685	2,344,685
Total	67,610,575	-	67,610,575	1,293,792,891	544,248,784	1,838,041,675

(1) Existing Debt Service as of June 30, 2018. Exclusive of amount borrowed on the Line of Credit, Economic Development Authority Note and any future bond issuance.

(2) General Obligation bonds have been used to finance Wastewater, Parking, Storm Water, Nauticus, and Towing and Recovery projects. The bonded debt associated with those projects is self-supported by the respective funds. The Debt Service portion of the General Fund budget finances only General Capital projects and not its self-supporting funds.

*Fiscal Year amounts may not add to total due to rounding.

General Fund Revenues



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GENERAL FUND REVENUE SUMMARY

Revenue Source	FY 2017 Actual	FY 2018 Adopted	FY 2018 Year-End Estimate	FY 2019 Adopted
GENERAL PROPERTY TAXES				
Real Property Taxes				
Current	197,419,753	203,241,000	203,400,000	226,437,000
Delinquent	4,209,582	4,700,000	4,400,000	4,700,000
Interest	345,682	410,000	385,000	410,000
Real Estate Tax Refunds	0	-10,000	-10,000	-10,000
Subtotal - Real Property Taxes	201,975,017	208,341,000	208,175,000	231,537,000
Downtown Improvement District				
Current, Delinquent, and Interest	1,870,885	1,896,300	1,945,000	2,065,900
Public Service Corporations				
Current, Delinquent, and Interest	9,784,479	9,905,000	9,530,000	9,908,000
Total All Real Property Taxes	213,630,381	220,142,300	219,650,000	243,510,900
Personal Property				
Current	35,728,315	36,600,000	36,600,000	37,305,000
Delinquent	8,927,474	9,200,000	9,200,000	9,200,000
Interest	444,811	460,000	460,000	460,000
Personal Property Tax Refund	-170,673	-200,000	-200,000	-200,000
Subtotal - Personal Property	44,929,927	46,060,000	46,060,000	46,765,000
Public Service Corporations				
Current, Delinquent, and Interest	36,007	40,000	33,000	35,000
Total All Personal Property Taxes	44,965,934	46,100,000	46,093,000	46,800,000
Mobile Home				
Current, Delinquent, and Interest	14,908	16,500	16,500	16,500
Machinery and Tools				
Current	5,799,058	5,800,000	6,100,000	6,100,000
Delinquent	18,969	150,000	100,000	100,000
Interest	3,129	6,000	4,000	4,000
Subtotal - Machinery and Tools	5,821,156	5,956,000	6,204,000	6,204,000
Total General Property Taxes	264,432,379	272,214,800	271,963,500	296,531,400
OTHER LOCAL TAXES				
Sales and Use	31,185,273	33,500,000	33,200,000	34,200,000
Utility Taxes				
Water	5,607,295	5,726,000	5,726,000	5,800,000
Electric	12,386,415	12,790,000	12,573,000	12,680,000

Revenue Source	FY 2017 Actual	FY 2018 Adopted	FY 2018 Year-End Estimate	FY 2019 Adopted
Gas	2,807,214	3,155,000	3,000,000	3,050,000
Communications Sales Tax	17,095,139	17,600,000	16,800,000	17,000,000
Business Taxes				
Other Local Tax Refunds	-15,387	-16,000	-16,000	-16,000
Business License	30,557,116	31,275,000	30,775,000	31,275,000
Franchise	429,426	585,000	485,000	485,000
Bank Franchise	2,619,491	2,645,000	2,645,000	2,645,000
Licenses and Decals				
Motor Vehicle	4,642,494	4,825,000	4,800,000	4,800,000
Boats	77,144	84,000	80,000	80,000
Other Taxes				
Recordation	2,225,144	2,300,000	2,400,000	2,450,000
Cigarette	7,859,982	8,061,000	7,900,000	8,420,000
Admissions	3,960,369	4,000,000	4,200,000	4,200,000
Hotel/Motel Room	6,493,933	6,610,000	7,000,000	7,150,000
Hotel (flat tax per room night)	2,021,084	1,971,000	2,050,000	3,071,000
Food and Beverage	29,546,930	31,349,000	31,849,000	32,350,000
Estate Probate	36,434	40,000	40,000	40,000
Short-term Rental	110,321	125,000	125,000	125,000
Total Other Local Taxes	159,645,817	166,625,000	165,632,000	169,805,000
PERMITS, FEES AND LICENSES				
Animal License	65,368	73,000	70,000	70,000
Burglar Alarm License	1,975	2,400	2,000	2,000
Building Permit	995,682	685,000	850,000	685,000
Electrical Permit	321,626	300,000	300,000	300,000
Plumbing Permit	301,995	290,000	260,000	280,000
Plan Review Fee	118,372	120,000	120,000	140,000
Mechanical Code Inspection Fee	268,283	250,000	250,000	250,000
Elevator Inspection Fee	67,271	80,000	70,000	80,000
Technology Fee - Permits	65,227	80,000	80,000	0
Permit Application Fee	0	0	0	220,000
Wetland Permit	5,255	6,000	6,000	6,000
Zoning Fees	192,245	190,000	190,000	501,785
Driveway Permit	29,295	30,000	30,000	41,250
Utility Cut Permit	380,186	200,000	380,000	319,875
Special ROW/ Parking Permit	223,806	170,000	200,000	186,875

Revenue Source	FY 2017 Actual	FY 2018 Adopted	FY 2018 Year-End Estimate	FY 2019 Adopted
Street Construction Permit	15,875	125,000	10,000	10,000
Fire Permit	148,131	150,000	140,000	240,000
Fire Inspection	73,405	90,000	70,000	130,000
Precious Metal Dealer Permit	11,715	15,000	15,000	12,000
Excessive Size and Weight Permit	246,685	280,000	225,000	311,500
Taxi Operator Permit	8,705	16,000	10,000	10,000
Foot Race/Bicycle Race Permit	1,175	1,500	1,500	1,500
Yard/Garage Sale Permit	6,335	7,000	6,000	7,000
Registration Vacant Buildings Fee	21,500	25,000	25,000	25,000
Transfer Fees	6,254	6,000	6,000	6,000
Permits - Other	0	0	1,000	1,000
Total Permits and Fees	3,576,366	3,191,900	3,317,500	3,836,785
FINES AND FORFEITURES				
Fines and Forfeitures	821,629	1,000,000	850,000	850,000
Fines - Red Light Cameras ¹	43,433	120,000	200,000	200,000
Fees - Returned Checks	8,791	10,000	10,000	10,000
Excess Weight Penalties	2,674	35,000	18,000	18,000
Fines - False Alarm	43,755	50,000	45,000	107,000
Total Fines and Forfeitures	920,282	1,215,000	1,123,000	1,185,000
USE OF MONEY AND PROPERTY				
Interest on Investments	42,281	35,000	35,000	70,000
Other Interest	-11,598	100,000	100,000	100,000
Rent - General Properties	4,240,500	4,231,233	4,231,233	4,225,600
Rent - Cultural Convention Center	120,387	100,000	120,000	132,500
Rent - Chrysler Hall	450,410	325,000	350,000	425,000
Rent - Virginia Stage Company (Wells Theatre)	27,378	25,000	25,000	36,076
Rent - Harrison Opera House	112,798	85,000	85,000	122,660
Rent - Harbor Park-Other	122,107	210,000	210,000	210,000
Rent - Special Programs	90,367	70,000	90,000	101,014
Sale of Salvage Materials	9,989	2,000	2,000	5,000
Sale of Fixed Assets	140,907	85,000	135,000	115,000
Rent - Equipment	60,172	46,400	55,000	73,685
Ticket System- Cultural Center	409,517	415,000	450,000	943,750
Rent - Picnic Shelters	29,755	32,000	30,000	30,000
Commissions - Jail Telephone	677,099	672,000	672,000	672,000
Rent - Selden	39,152	0	35,000	52,791

Revenue Source	FY 2017 Actual	FY 2018 Adopted	FY 2018 Year-End Estimate	FY 2019 Adopted
Rent - Cruise Ship Terminal ²	395,344	401,700	380,000	0
Rent - Nauticus ²	74,641	56,450	50,000	0
Sales - Nauticus Merchandise ²	637,471	672,800	649,000	0
Rent - Slover	106,549	140,000	110,000	106,344
Total Use of Money and Property	7,775,226	7,704,583	7,814,233	7,421,420
CHARGES FOR SERVICES				
Court Costs	114,493	126,000	120,000	120,000
Courthouse Security Assessment	277,571	315,000	300,000	300,000
Courthouse Construction Fee	182,445	218,000	218,000	218,000
DNA Charges	3,777	2,500	2,500	2,500
Fees - High Constable	401,784	460,000	440,000	460,000
Jail Processing Fees	53,962	30,000	30,000	30,000
Fees - Court Officers	33,081	35,000	35,000	35,000
Fees - Excess	67,952	30,000	28,132	127,000
Fees - City Sheriff	47,079	38,100	38,100	38,100
Detention Home Charge For Ward	161,032	260,000	160,000	162,000
Fees - Jail Booking	402	1,000	1,000	1,000
Miscellaneous School Fees	3,810,585	3,983,361	3,983,361	3,380,410
Paramedical Rescue Service	7,690,757	7,466,000	7,466,000	7,745,000
Charges - Insurance	100,000	100,000	100,000	100,000
Charges - Animal Protection	51,614	45,000	45,000	45,000
Police Records And Reports	178,839	175,000	185,000	185,000
Public Vehicle Inspection Certification	21,556	20,000	20,000	20,000
Non-Emergency Traffic Escort	19,005	19,000	19,000	19,000
Fees - Library Fines	153,817	220,000	150,000	241,582
Charges - Public Works	504,736	334,000	334,000	505,000
Charges - Materials - Street and Bridges	452,911	694,300	694,300	491,015
Zoo Admission	2,097,600	2,157,100	2,050,000	2,344,400
Charges - Transient Yacht	143,481	220,000	200,000	220,000
Sales Surveys/Blueprints/Maps	41,866	40,000	40,000	40,000
Fees - Tax Abatement	4,100	3,000	4,000	4,000
Recreation/Parks Fees	358,172	400,000	340,000	449,000
Recreation/Parks Classes Fees	315,951	320,000	310,000	320,000
Recreation/Parks Concession Fees	300	1,500	1,500	1,500
Recreation/Parks Rental Fees	96,765	100,000	100,000	100,000
Recreation/Parks Camp Wakeup	459,022	475,000	450,000	552,000

Revenue Source	FY 2017 Actual	FY 2018 Adopted	FY 2018 Year-End Estimate	FY 2019 Adopted
Cruise Ship Terminal Fees	431,807	345,550	322,000	267,550
Fees - Nauticus Admissions	1,909,565	1,807,800	2,118,000	2,292,000
Fees - Nauticus Memberships	27,629	32,400	32,400	0
Program Fees - NCSB	5,924,458	5,496,000	5,496,000	5,775,062
Total Charges for Services	26,138,114	25,970,611	25,833,293	26,591,119
MISCELLANEOUS REVENUE				
Payments In Lieu Of Taxes	4,440,295	4,464,324	4,464,324	4,661,600
Navy PPV Payment	2,937,613	3,267,669	3,267,669	2,979,617
DMV Select Fees	102,953	107,000	107,000	125,000
Sale of Other Property	0	1,000	1,000	1,000
Sale of Unclaimed Property	0	2,000	2,000	2,000
Administrative Fees - Real Estate Tax	29,117	35,000	35,000	35,000
Administrative Fees - Personal Property Tax	85,540	100,000	100,000	100,000
Administrative Fees - DMV Stop	547,579	580,000	580,000	580,000
Administrative Fees - Nuisance Abatement	0	0	0	5,000
Other Miscellaneous Revenue	426,444	407,796	407,796	461,500
Community Development Fund	1,505	1,500	1,500	1,500
Sales - Slover	1,802	4,500	0	0
Proceeds from Sale of Land	3,955,636	0	667,260	0
Total Miscellaneous Revenue	12,528,484	8,970,789	9,633,549	8,952,217
RECOVERED COSTS				
Utilities	18,968	60,000	45,000	60,000
Transport of Prisoner	136,680	90,000	120,000	135,000
Zoo	4,242	5,700	5,000	5,000
Nuisance Abatement	321,266	385,000	385,000	430,000
Retirement Bureau	655,302	649,064	649,064	636,041
Insurance	164,812	30,000	2,000	2,000
Benefits Program Administration	5,100	5,500	5,500	5,500
Miscellaneous Salaries (Police)	797,037	900,000	900,000	900,000
Healthcare Consortium Contribution	432,108	420,000	420,000	440,091
General Overhead - Water Utility Fund	1,729,931	1,776,059	1,776,059	1,705,341
Debt Service Recovery	2,543,626	2,407,547	2,407,547	2,309,300
Telephone Charges	340,160	372,200	372,200	372,200
Public Information	10,928	8,500	12,000	12,707
Recoveries and Rebates	343,175	107,330	313,205	280,534
General Overhead - Wastewater Utility Fund	470,396	417,594	417,594	379,821

Revenue Source	FY 2017 Actual	FY 2018 Adopted	FY 2018 Year-End Estimate	FY 2019 Adopted
Information System Support	1,364,710	1,350,000	1,350,000	1,350,000
Jail Meals	272,595	350,000	325,000	350,000
E-ZPasses	3,885	6,200	6,200	6,200
General Overhead - Parking Fund	422,817	521,603	521,603	536,361
General Overhead - Towing Operations	78,760	67,331	67,331	45,490
General Overhead - Storm Water	730,213	755,473	755,473	730,444
General Overhead - Waste Management	1,084,631	1,034,490	1,034,490	964,822
General Overhead - Golf	9,000	9,000	9,000	9,000
Contract Revenue - NCSB	23,542	30,000	30,000	30,000
Total Recovered Costs	11,963,884	11,758,591	11,929,266	11,695,852
REVENUES FROM THE COMMONWEALTH				
NON-CATEGORICAL AID				
Taxes - Rolling Stock	163,935	199,000	199,000	199,000
Taxes - Mobile Home Title	5,770	7,000	7,000	7,000
Rental of Passenger Cars	5,433,263	5,600,000	5,600,000	5,747,000
Law Enforcement (HB 599)	11,534,796	11,530,000	11,534,796	11,961,800
Grantor's Tax on Deeds	575,650	600,000	680,000	700,000
Personal Property Tax Relief	16,871,056	16,871,100	16,871,056	16,871,100
Total Non-Categorical Aid	34,584,470	34,807,100	34,891,852	35,485,900
SHARED EXPENSES				
City Treasurer	501,921	519,000	490,000	520,000
Clerk of the Circuit Court	1,782,930	1,695,000	1,700,000	1,520,000
Commissioner of the Revenue	572,664	584,000	584,000	585,000
Commonwealth Attorney	2,693,982	2,750,000	2,830,000	2,872,000
Registrar/Electoral Board	75,850	78,000	78,000	78,000
Sheriff	14,998,883	15,751,000	15,700,000	15,796,000
Total Shared Expenses	20,626,230	21,377,000	21,382,000	21,371,000
CATEGORICAL AID				
Norfolk Interagency Consortium (NIC)	48,362	37,726	37,726	37,726
Public Assistance Grants	8,798,458	9,392,600	8,800,000	10,184,000
Social Services Administration	23,126,744	23,386,000	22,800,000	23,888,925
State Funds - NCSB	11,360,755	11,251,600	11,251,600	9,963,545
State Sales and Use Tax for Schools	32,469,855	32,536,797	32,536,797	33,614,795
State School Funds	153,304,363	158,490,639	158,490,639	158,995,397
Street and Maintenance	24,084,874	24,608,325	24,160,929	24,608,325
Retirement - State Employee	11,212	13,000	11,500	12,000

Revenue Source	FY 2017 Actual	FY 2018 Adopted	FY 2018 Year-End Estimate	FY 2019 Adopted
State Library Grant	185,319	184,340	185,319	183,511
Div. of Youth Services Facilities	2,060,756	2,080,000	2,164,092	2,164,100
Shared Expenses - Jail Support	2,708,551	2,615,000	2,615,000	2,615,000
Port Funding	787,256	639,700	787,256	787,256
State Recordation Tax	696,933	750,000	750,000	750,000
Total Categorical Aid	259,643,438	265,985,727	264,590,858	267,804,580
REVENUE FROM THE COMMONWEALTH	314,854,138	322,169,827	320,864,710	324,661,480
FEDERAL AID				
Federal School Funds	5,263,559	5,651,426	5,651,426	5,651,426
Federal Funds - NCSB	2,995,934	2,946,064	2,926,064	2,946,064
Sheriff and Jail - U.S. Marshals Service ³	0	0	0	150,000
Juvenile Detention Center (food service)	120,384	100,000	120,000	120,000
Social Security Payments - Prisoners	200	4,000	4,000	4,000
Disaster Relief Aid	741,742	0	0	0
Total Federal Aid	9,121,819	8,701,490	8,701,490	8,871,490
OTHER SOURCES AND TRANSFERS IN				
Rollover from Last Year				
Carryforward - General Fund	7,058,264	10,605,374	10,605,374	2,883,198
Carryforward - NCSB Fund Balance ⁴	1,261,767	1,000,000	1,000,000	1,000,000
Carryforward - Nauticus Fund Balance	100,000	260,000	260,000	100,000
Return from Wastewater Utility Fund	1,500,000	1,500,000	1,500,000	1,500,000
Return from Water Utility Fund	8,500,000	8,500,000	8,500,000	8,500,000
Return from Waste Management Fund	500,000	185,824	185,824	0
Transfer in from				
Norfolk Public Schools ⁵	3,149,274	0	0	0
Tax Increment Financing Fund	3,985,591	3,702,265	3,702,265	4,253,465
Public Amenities Fund	2,000,000	3,000,000	3,000,000	3,000,000
Total Other Sources and Transfers In	28,054,896	28,753,463	28,753,463	21,236,663
General Fund Total	839,011,405	857,276,054	855,566,004	880,788,426

¹The increase in red light camera fines from FY 2017 is due to reinstallation of existing cameras with non-invasive equipment that were not fully operational during FY 2017.

²In FY 2019, Nauticus revenue associated with facility rentals, fundraising/marketing, and the gift shop are being transferred to the Nauticus Foundation, per agreement effective July 1, 2018. The Nauticus Foundation will assume all fundraising, marketing, facility rentals, and gift shop services at Nauticus.

³Beginning in FY 2019, revenue received from the U.S. Marshals Service related to housing of federal inmates will be classified as General Fund from Special Revenue (see Sheriff and Jail).

⁴Carryforward reflects re-appropriation from Norfolk Community Services Board (NCSB) fund balance.

⁵Reflects re-appropriation of Norfolk Public Schools' year-end balance. See Public School Education section for details.

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Adopted Fee Changes



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ADOPTED FEE CHANGES

The Adopted FY 2019 Budget includes additional revenues generated under the direction of a new fee philosophy, which strives to recoup the costs of certain services provided by the city. Certain fees were raised that are provided by the private sector, are discretionary, enable the service recipient to earn a profit, or have more demand than the city can provide.

Department and Description	FY 2018 Adopted	FY 2019 Adopted
CEMETERIES		
Additional right of interment	N/A	\$400
Additional tent fee	N/A	\$75
Foundation installations (per square inch)	\$0.85	\$1.00
Ash opening/closing:		
Monday-Friday	\$400	\$600
Saturday	\$500	\$700
Sunday and Holidays	\$600	\$800
Grave opening/closing:		
Adult, Monday-Friday	\$875	\$1,000
Adult, Saturday	\$1,055	\$1,200
Adult, Sunday and Holidays	\$1,180	\$1,300
Child, Monday-Friday	\$245	\$300
Child, Saturday	\$300	\$400
Child, Sunday and Holidays	\$355	\$500
Private mausoleum opening/closing		
Monday-Friday	\$420	\$500
Saturday	\$540	\$600
Sunday and Holidays	\$675	\$700
Public mausoleum opening/closing		
Monday-Friday	\$450	\$750
Saturday	\$580	\$850
Sunday and Holidays	\$680	\$950
Public mausoleum ash opening/closing		
Monday-Friday	\$400	\$600
Saturday	\$500	\$700
Sunday and Holidays	\$600	\$800
Transfer of property rights	\$85	\$100
Grave opening/closing (disinterments)		
Adult	\$1,180	\$1,300
Child	\$355	\$500

Department and Description	FY 2018 Adopted	FY 2019 Adopted
CEMETERIES (continued)		
Ash	\$600	\$800
Regular crypt - public mausoleum	\$680	\$950
Ash crypt - public mausoleum	\$600	\$800
Grave plots:		
Single plot (price varies by location)	\$1,000-\$2,200	\$1,200-\$2,400
Two plots (price varies by location)	\$2,000-\$3,600	\$2,400-\$4,800
Ash niche (price varies by location)	\$1,630-\$2,200	\$1,800-\$2,500
Child	\$240	\$300
CITY PLANNING		
Application Fee (per application)	N/A	\$15
Technology Fee (per application)	\$5	N/A
Conditional Use Permit	\$350	\$1,065
Rezoning/conditional rezoning	\$700	\$1,360
Zoning text amendment	\$415	\$900
General plan amendment:		
With concurrent application	N/A	N/A
Without concurrent application	\$415	\$1,050
Variance/appeal:		
Board of Zoning Appeals (BZA)	\$200	\$255
BZA - After the fact	\$450	\$540
Design review/Certificate of Appropriateness (COA):		
Architectural Review Board (ARB) ¹	N/A	\$405
ARB - After the fact	\$250	\$825
Development certificate	\$100	\$420
Non-standard lot	N/A	\$510
Ownership review request/ Buildable lot letter	\$25	\$100
Zoning compliance letter	\$35	\$80
Zoning compliance review (new process for 2018 Zoning Ordinance)	N/A	\$80
Site plan	\$500	\$770
Chesapeake Bay Preservation Area (CBPA) review:		
Single-family	\$200	\$205
Single-family additions	N/A	\$120
Land disturbance permit:		
Single-family	\$100	\$165
Non-single family	\$150	\$615

Department and Description	FY 2018 Adopted	FY 2019 Adopted
CITY PLANNING (continued)		
Wetlands permit:		
Standard	\$250	\$480
After the fact	\$500	\$975
CULTURAL FACILITIES, ARTS, AND ENTERTAINMENT		
Facility fee (per ticket)	\$1.50	\$2.00
FIRE-RESCUE		
Emergency Medical Services (EMS):		
Treatment with no ambulance transport	\$75	\$80
Nonemergency with transport, Basic Life Support (BLS)	\$181	\$190
Nonemergency with transport, Advanced Life Support Level 1 (ALS-1)	\$217	\$230
Emergency with transport, BLS	\$475	\$505
Emergency with transport, ALS-1	\$575	\$610
Emergency with transport, ALS-2	\$800	\$850
Emergency with transport, Specialty Care Transport (SCT)	\$588	\$625
False alarm		
Per incident after three, per six month period		
Residential	N/A	\$75
Commercial	N/A	\$150
Standard fire permit	\$50	\$75
Fire inspections	\$50	\$50-\$375 (based on sq foot)
LIBRARIES		
Printing fees:		
Per page (First two pages)	N/A	\$0.15
Per page	\$0.10	\$0.15
Room rentals at Slover Library:		
Full day: Basic rate		
Board Room	\$250	\$275
Community Engagement Room	\$2,500	\$2,750
Flex Room	\$200	\$220
Landmark Room	\$250	\$275
Full day: Special rate		
Board Room	\$500	\$550
Community Engagement Room	\$3,000	\$3,300
Flex Room	\$250	\$275
Landmark Room	\$500	\$550
Half day: Basic rate		

Department and Description	FY 2018 Adopted	FY 2019 Adopted
LIBRARIES (continued)		
Board Room	\$125	\$138
Community Engagement Room	\$1,250	\$1,375
Flex Room	\$100	\$110
Landmark Room	\$125	\$138
Half day: Special rate		
Forum (after hours only, starting at 6pm)	\$1,000	\$1,100
Board Room	\$250	\$275
Community Engagement Room	\$1,500	\$1,650
Flex Room	\$150	\$165
Landmark Room	\$250	\$275
Full day: Basic rate (Nonprofit/state, government, educational, and community-based groups)		
Board Room	\$125	\$138
Community Engagement Room	\$800	\$880
Flex Room	\$100	\$110
Landmark Room	\$125	\$138
Full day: Special rate (Nonprofit/state, government, educational, and community-based groups)		
Board Room	\$200	\$220
Community Engagement Room	\$1,500	\$1,650
Flex Room	\$150	\$165
Landmark Room	\$250	\$275
Half day: Basic rate (Nonprofit/state, government, educational, and community-based groups)		
Board Room	\$50	\$55
Community Engagement Room	\$400	\$440
Flex Room	\$80	\$88
Landmark Room	\$65	\$72
Half day: Special rate (Nonprofit/state, government, educational, and community-based groups)		
Forum (after hours only, starting at 6pm)	\$625	\$688
Board Room	\$125	\$138
Community Engagement Room	\$750	\$825
Flex Room	\$125	\$138
Landmark Room	\$125	\$138
Third Floor Terrace & Reading Room		
Special Rate	\$250	\$275
Special rate (Nonprofit/state, government, educational, and community-based groups)	\$125	\$138
NAUTICUS		
Adult group rate	\$12	\$13

Department and Description	FY 2018 Adopted	FY 2019 Adopted
PUBLIC WORKS		
Driveway:		
Residential	\$30	\$45
Commercial	\$300	\$315
Construction Entrance	\$300	\$315
General - Right of Way (ROW):		
Dumpster or portable storage unit in ROW		
1-15 days	\$50	\$65
16-30 days	\$100	\$115
>30 days	\$100 plus \$10 per day	\$115 plus \$10 per day
Temporary parking reservation, up to 30 days	\$25	\$40
Closures:		
Sidewalk closure		
1-30 days	\$50	\$65
>30 days (arterials, collectors, and CBD)	\$50 per 30 day period	\$65, plus \$10 per day over 30
>30 days (residential)	\$50 per 30 day period	\$65, plus \$5 per day over 30
Street/lane closure (per block)		
1-15 days	\$50	\$65
16-30 days	\$100	\$115
>30 days	\$100 plus \$10 per day	\$115 plus \$10 per day
Street/lane closure - residential streets		
1-30 days	\$50	\$65
>30 days	\$50 plus \$5 per day	\$65 plus \$5 per day
Hauling:		
Oversize, single trip, per vehicle (7 days)	\$75	\$90
Oversize, annual, per vehicle (1 year)	\$300	\$315
Oversize, restricted, per vehicle (1 year)	\$300	\$315
Hauling crane permit	\$200	\$315
Truck exemption permit	N/A	\$315
Right of Way (ROW):		
ROW installation and/or object in ROW	\$50	\$65
Dirt cut (direct buried/dig)	\$50	\$65
Test pit (2'x3')	\$300	\$315
Plumbers cut (per sidewalk section)	\$96.66	\$112
Devices, objects	\$50	\$65
Pipe, conduit, conductor, cable (per 500')	\$50	\$65
Open cuts	\$200, plus \$1 per square foot	\$215, plus \$1 per square foot
Test holes	\$25, plus \$5 per hole	\$40, plus \$5 per hole

Department and Description	FY 2018 Adopted	FY 2019 Adopted
RECREATION, PARKS AND OPEN SPACE		
Norfolk Fitness and Wellness Center:		
Annual Membership:		
Child (5-7)	\$25	\$50
Youth (8-14)	\$50	\$75
Young Adult (15-23)	\$65	\$75
Adult (24-65)	\$120	\$200
Senior (66-80)	\$75	\$75
Monthly	\$75	\$75
Daily	\$5	\$5
Other Recreation Centers:		
Youth (5-17)	\$10 Resident, \$50 Non-resident	\$20 Resident, \$100 Non-resident
Adult (18-64)	\$20 Resident, \$50 Non-resident	\$50 Resident, \$150 Non-resident
Family (adult plus one)	\$25	N/A
Family (adult plus two)	\$40	N/A
Family (adult plus three or more)	\$50	\$100
Daily	\$2	\$3
Athletic card	\$5	\$20
Adult athletic card	N/A	\$10
Before School Care	\$20	\$40
After School Care	\$20	\$40
Before and After School Care	\$30	\$60
WASTE MANAGEMENT		
Refuse Disposal		
Residential		
Single or multiple units (less than five)	\$28.01/unit/month	\$25.01/unit/month
Multiple units (five units or more)	\$46.94/container/month	\$43.94/container/month
ZOOLOGICAL PARK		
Adult Admission	\$14.95 Resident and Non-resident	\$15.95 Resident \$17.95 Non-resident
Senior Admission	\$12.95 Resident and Non-resident	\$13.95 Norfolk Resident \$15.95 Non-resident
Child Admission	\$11.95 Resident and Non-resident	\$12.95 Norfolk Resident \$14.95 Non-resident

1. Applies to new construction only. Does not apply to small exterior improvements made by residents.

General Fund Expenditures



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GENERAL FUND EXPENDITURE SUMMARY

Department	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
LEGISLATIVE			
City Council	361,071	380,673	387,332
City Clerk	1,552,931	1,635,009	1,778,855
City Real Estate Assessor	1,943,744	2,145,130	2,135,298
City Auditor	796,419	961,084	976,093
Total Legislative	4,654,165	5,121,896	5,277,578
EXECUTIVE			
City Manager	1,901,872	2,228,095	2,284,572
Office of Budget and Strategic Planning	1,257,360	1,432,603	1,605,644
Office of Resilience	402,524	370,766	498,575
Office of Marketing and Communications	0	1,828,454	1,822,393
Total Executive	3,561,756	5,859,918	6,211,184
DEPARTMENT OF LAW	4,420,748	4,613,010	4,828,532
CONSTITUTIONAL OFFICERS			
Commissioner of the Revenue	2,913,401	3,144,672	2,970,530
City Treasurer	2,209,664	2,434,112	2,430,195
Clerk of the Circuit Court	2,836,118	3,233,546	2,930,266
Commonwealth's Attorney	5,417,668	5,680,103	5,733,307
Sheriff and Jail ¹	38,560,999	41,756,569	34,465,567
Total Constitutional Officers	51,937,850	56,249,002	48,529,865
JUDICIAL			
General District Court	166,859	267,742	276,186
Juvenile and Domestic Relations Court	53,033	79,793	79,793
Circuit Court Judges	807,260	801,820	866,146
Norfolk Juvenile Court Service Unit	148,311	167,250	159,853
Magistrate	11,045	11,438	11,438
Total Judicial	1,186,508	1,328,043	1,393,416
ELECTIONS	833,327	862,298	993,471
GENERAL MANAGEMENT			
Information Technology	13,239,161	11,750,302	16,884,625
Finance	4,938,200	4,931,633	5,753,018
General Services	24,177,612	25,560,491	25,864,300
Human Resources	3,301,206	3,635,917	3,672,938
Total General Management	45,656,179	45,878,343	52,174,881
COMMUNITY DEVELOPMENT			
City Planning	4,654,351	5,032,672	4,825,233

Department	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Neighborhood Development	4,000,397	4,360,937	4,476,031
Economic Development	1,992,451	2,163,109	2,474,122
Total Community Development	10,647,199	11,556,718	11,775,386
PARKS, RECREATION AND CULTURE			
Libraries	11,289,954	12,184,268	12,411,417
Cultural Facilities, Arts and Entertainment	5,714,953	5,872,356	6,670,139
Zoological Park	4,059,119	4,353,369	4,475,993
Nauticus	4,612,261	5,273,234	4,121,447
Recreation, Parks and Open Space	17,088,956	17,712,446	17,838,501
Total Parks, Recreation and Culture	42,765,243	45,395,673	45,517,497
CENTRAL AND OUTSIDE AGENCY APPROPRIATIONS			
Central Appropriations	14,160,621	20,575,989	23,211,506
Grant Providers on Behalf of City	248,338	910,515	910,515
Funds to Community Partners	1,596,480	1,673,078	1,849,678
Public-Private Partnerships for City-Owned Facilities	4,760,051	4,878,629	5,008,087
Public-Private Partnerships for Tourism and Special Event Organizations	9,140,774	9,197,656	9,414,260
Public Partnerships to Provide Services	22,780,261	22,287,916	21,675,610
Contractual Obligations ²	3,019,593	3,510,414	12,247,531
Memberships and Dues	715,643	721,412	727,209
Other Arrangements	1,871,454	1,896,300	2,065,900
Total Central and Outside Agency Appropriations	58,293,215	65,651,909	77,110,296
PUBLIC HEALTH AND ASSISTANCE			
Norfolk Community Services Board	24,853,788	26,641,422	25,321,258
Office to End Homelessness	258,430	300,160	268,502
Public Health	3,379,275	3,409,151	3,617,181
Human Services	45,359,754	47,726,353	48,138,513
Total Public Health and Assistance	73,851,247	78,077,086	77,345,454
PUBLIC SAFETY			
Police	68,727,849	72,523,769	75,717,773
Fire-Rescue	42,837,769	44,621,442	46,167,025
Total Public Safety	111,565,618	117,145,211	121,884,798
PUBLIC WORKS	26,296,669	27,605,306	27,896,256
DEBT SERVICE	70,182,923	66,639,496	71,493,862
PUBLIC SCHOOL EDUCATION (Norfolk Public Schools)	313,115,532	325,292,145	328,355,950
Total General Fund	818,968,179	857,276,054	880,788,426

¹In FY 2019, the Hampton Roads Regional Jail (HRRJ) budget will be transferred to Outside Agencies . The decline in FY 2019 from FY 2018 reflects the transfer. A corresponding adjustment can be found in Outside Agencies (see Contractual Obligations).

²Beginning in FY 2019, the HRRJ budget will be in Outside Agencies . The increase in FY 2019 from FY 2018 reflects the transfer of the HRRJ budget from Sheriff and Jail to Outside Agencies. A corresponding adjustment can be found in Sheriff and Jail.

Citywide Priorities



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CITYWIDE PRIORITIES

BACKGROUND

Entering FY 2019 budget development, the city identified two key priority efforts intended to improve organizational processes and performance: development of a citywide strategic planning process and creation of a citywide program catalog. The citywide priorities developed in 2011 and served as the foundation of the city's priority-based budgeting practice are under review. Highlights of a new, in-development strategic plan's design are described below, followed by an overview of the program catalog development process.

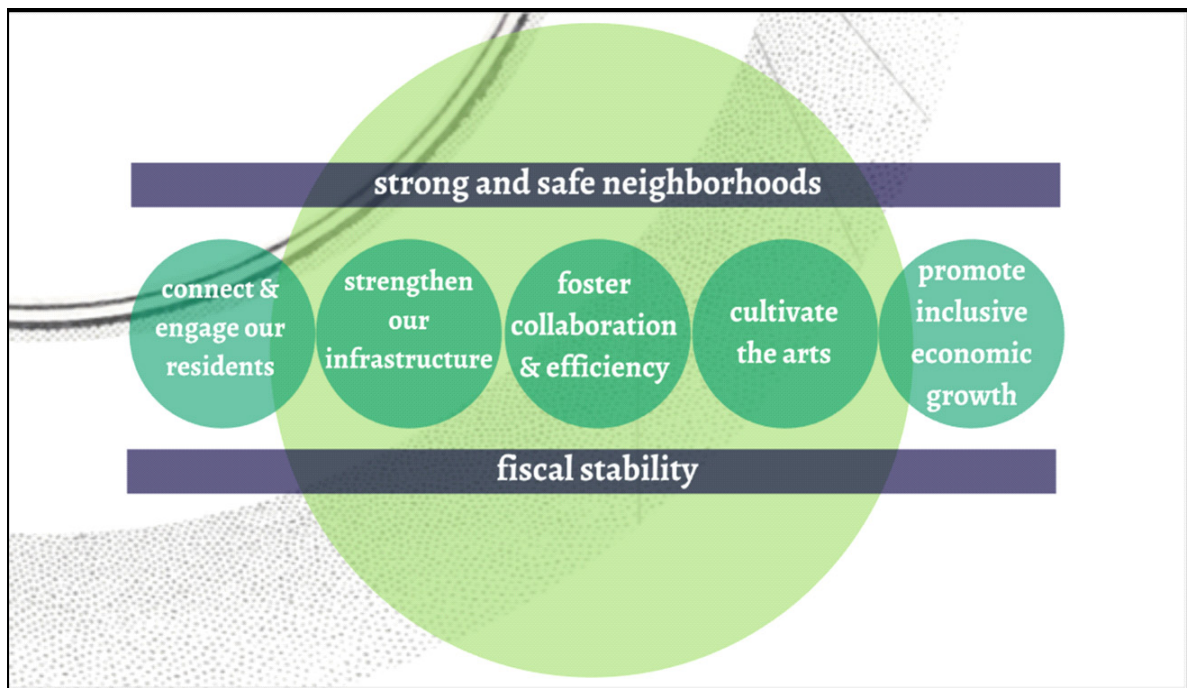
STRATEGIC PLANNING

In early 2018, the city administration started a process to develop a five-year strategic plan to focus investments and activities. A primary purpose of this effort is to cultivate an organizational culture of strategic thinking, articulating goals, and measuring progress towards achieving goals. This plan will serve as an adjustable road map for the city administration to support City Council's priorities.

Vision

Norfolk is the most connected, collaborative, creative, and competitive community in Hampton Roads.

Framework



Planning Assumptions

- This is an administration-driven plan that will cover the five-year period, CY 2019 through CY 2023.
- This plan will be built around measurable goals and informed by objective data.
- The development and execution of this plan will include many in the city organization.
- Focus area teams will drive the development and monitoring of their respective portions of the plan.
- As an organization, the city will periodically review the plan and make adjustments based on current conditions.

PROGRAM CATALOG

As the city began the FY 2019 Budget, the City Manager set a goal to establish a more transparent, inclusive, and collaborative budget process. The Program Catalog is a collaborative effort between the Office of Budget and Strategic Planning (OBSP) and city departments to clearly define what the city does and what it costs. Based on the FY 2018 Adopted Budget, the catalog represents initial estimates of program cost (personnel and nonpersonnel) that will be refined during the FY 2019 budget development process. Program descriptions and typology will also be improved and expanded in the next iteration of the Program Catalog.

Purpose

The purpose of the catalog is twofold: to improve public transparency around city services and to utilize information as a resource for decision-making. In the future, the development of the program catalog will continue as an early stage of the budget development process.

Process

During the fall of 2017, OBSP met with city departments to develop a list of programs the departments provide. According to the Government Finance Officers Association, "a program describes a set of related activities or tasks intended to produce a desired result for constituents." After program lists were finalized, departments provided program descriptions that clearly explained what each program accomplishes. Using a standardized cost allocation tool, departments were able to distribute the FY 2018 budget and Full Time Equivalents (FTE) by program.

Program Examples

Program	FTEs	Personnel Cost	Nonpersonnel Cost	Total Program Cost	Total Program Revenue	Net Program Cost
<i>Crisis Intervention Team (NCSB)</i>	2.3	\$154,085	\$0	\$154,085	\$0	\$154,085
The Crisis Intervention Team (CIT) Program is a partnership between Norfolk Community Services Board and the Norfolk Police Department, providing the mental health side of CIT Training and training coordination for Police, dispatch, other law enforcement entities, and community partners. This program also operates the CIT Assessment Center where persons in acute mental distress can have their crisis assessed and resolved in a safe environment with the support of counselors and peers.						
<i>Smoke Alarm Checks and Installations (Fire-Rescue)</i>	8.52	\$651,144	\$0	\$651,144	\$0	\$651,144
The Smoke Alarm Checks and Installation Program works to ensure all residents within the city have a working smoke alarm in their home to notify them immediately of smoke or fire in the home. If the home does not have a working alarm or the existing alarm is more than ten years old, residents can call 757-664-6510 to request a free smoke alarm to be installed by the closest fire station.						
<i>Structural Inspection (City Planning)</i>	4.52	\$321,255	\$14,661	\$335,916	\$0	\$335,916
The Structural Inspection Program manages and conducts inspections of residential and commercial buildings to ensure compliance. Structural inspections include inspecting the building's structural components, fire protection features, energy conservation components and features, means of egress, and accessibility features.						

Legislative



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CITY COUNCIL

MISSION STATEMENT

The City Council provides policy guidance through the adoption of ordinances, levying of taxes, and appropriation of funds. The City Council exercises all powers conferred by the Commonwealth of Virginia and the Norfolk City Charter.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$308,713	\$310,724	\$318,603	\$325,262
Contractual Services	\$57,666	\$50,347	\$62,070	\$62,070
Total	\$366,379	\$361,071	\$380,673	\$387,332

ADOPTED FY 2019 BUDGET ACTIONS

- **Adjust required contribution to the city's retirement system**

FY 2019 \$909 FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 \$5,750 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

City Council

Total: \$6,659 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Member of Council	*	*	*	7	0	7
President of Council	*	*	*	1	0	1
Total				8	0	8

*No pay grade or salary range per compensation plan.

CITY CLERK

MISSION STATEMENT

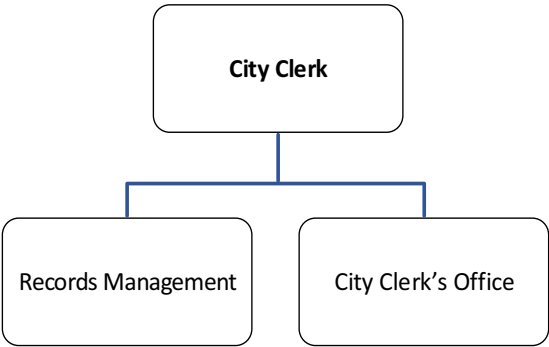
The City Clerk's Office provides administrative support to the Mayor and City Council; records and maintains proceedings of the City Council; processes records and maintains city deeds, contracts, and agreements; provides records management policies and procedures to city departments; provides support to selected City Council appointed boards, commissions, and task forces; and performs other duties as assigned by City Council.

DEPARTMENT OVERVIEW

The department is comprised of two divisions:

City Clerk: Arranges the recordation and preservation of City Council proceedings including ordinances, resolutions, and other records such as contracts, amendments, and lease agreements. The division also provides staff support to the City Council and Mayor's Office.

Records Management Program: Provides standardized policies and procedures for the efficient, effective, and fiscally responsible management of the city's records, based on administrative, legal, fiscal, and historical research value, from creation to disposition. The program is designed to provide procedures for access to, and administration of, records of the City of Norfolk in accordance with the Virginia Public Records Act, the Virginia Freedom of Information Act, and the Government Data Collection and Dissemination Practices Act, as well as meet the diverse record keeping needs of the city.



PERFORMANCE MEASURES

Goal

Achieve a reputation internally and externally as a well-managed government

Objective

Serve as a gateway to local government for City Council, residents, city departments, and outside agencies

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of meeting minutes maintained for six boards and commissions (City Planning Commission, Architectural Review Board, Civil Service Commission, Board of Zoning Appeals, Wetlands Board, and Board of Building Codes of Appeals) and City Council meetings	54	132	122	132	10

Goal

Enhance the efficiency of programs and services

Objective

Provide current records to departments in a timely manner

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of documents stored off site that are retrieved within one business day	100	100	100	100	0
Percent of documents stored on site that are retrieved within 30 minutes	100	100	100	100	0

Goal

Increase lifelong learning access

Objective

Increase accessibility to lifelong learning opportunities using existing city and school resources

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Average number of residents attending Council meetings per month (estimate based on historical data)	750	750	120	750	630

Goal

Increase access to city services and information

Objective

Assist the City Council in its public communications and effective execution of events

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of City Council regularly scheduled and committee meeting minutes published and available by next regular Council meeting	40	31	29	36	7

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$1,005,514	\$1,089,277	\$1,208,886	\$1,360,645
Materials, Supplies and Repairs	\$43,383	\$57,812	\$45,297	\$47,384
Contractual Services	\$300,853	\$361,166	\$335,726	\$325,726
Equipment	\$21,333	\$23,532	\$45,100	\$45,100
Department Specific Appropriation	\$0	\$21,144	\$0	\$0
Total	\$1,371,083	\$1,552,931	\$1,635,009	\$1,778,855

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$9,457** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Add Executive Assistant Position** **FY 2019 \$90,535** **FTE: 1**

Provide funds for an Executive Assistant. This position will provide full-time administrative support to the City Council.

• **Adjust funds for advertising costs** **FY 2019 (\$10,000)** **FTE: 0**

Technical adjustment to reduce funding for public notice advertisement. The Norfolk Charter has been amended to eliminate the requirement that ordinances to be published in a newspaper of general circulation within 10 days after passage. Required action prior to passage of an ordinance is defined in State code and is not part of the Charter. There are no changes to that process. Ordinances will continue to be available on the city website.

• **Adjust costs for Fleet expenditures** **FY 2019 \$87** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$8,963** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system**

FY 2019 \$15,665 FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 \$29,139 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

City Clerk

Total: \$143,846 FTE: 1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Chief Deputy City Clerk	1 15	\$56,314	\$92,075	1	0	1
City Clerk	1 22	\$85,068	\$143,055	1	0	1
Deputy City Clerk / Executive Assistant to the Mayor	1 20	\$77,520	\$126,409	1	1	2
Deputy City Clerk / Secretary	1 9	\$34,445	\$56,161	3	0	3
Deputy City Clerk / Secretary to the Mayor	1 12	\$44,339	\$72,308	1	0	1
Deputy City Clerk / Senior Secretary	1 10	\$37,337	\$60,884	2	0	2
Deputy City Clerk / Stenographic Reporter	1 8	\$31,804	\$51,864	2	0	2
Micrographics Technician	1 4	\$23,333	\$38,047	1	0	1
Records & Information Clerk	1 4	\$23,333	\$38,047	1	0	1
Records Administrator	1 13	\$47,823	\$77,978	1	0	1
Total				14	1	15

CITY REAL ESTATE ASSESSOR

MISSION STATEMENT

The Office of the Real Estate Assessor annually assesses all real property in an equitable and uniform manner and provides timely and accurate information regarding property data and ownership records.

DEPARTMENT OVERVIEW

The city derives annual revenue as a result of taxes paid based on fair and equitable real estate values. The Office of the Real Estate Assessor provides an open environment in which residents can obtain accurate and up to date information, ensuring they are afforded a voice in the assessment process and consideration in final decisions. In addition, the office administers the Tax Abatement Program and serves as one of the information repositories for nontaxable properties.

PERFORMANCE MEASURES

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Ensure validity and integrity of the assessment process					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of continuing education hours completed by appraisal staff	300	284	120	120	0

Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Assess all real property in the city in a fair, equitable, and uniform manner					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of total parcel assessments (annual and periodic formal review) successfully appealed (New measure in FY 2017)	0	0	2	2	0
Number of parcels assessed	73,351	73,229	73,365	73,365	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$1,813,195	\$1,835,835	\$2,009,915	\$1,999,860
Materials, Supplies and Repairs	\$64,783	\$47,585	\$43,149	\$48,372
Contractual Services	\$50,979	\$48,111	\$79,177	\$74,177
Equipment	\$5,274	\$12,213	\$12,889	\$12,889
Total	\$1,934,231	\$1,943,744	\$2,145,130	\$2,135,298

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$13,431 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Adjust costs for Fleet expenditures** **FY 2019 \$223 FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$15,392 FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Adjust required contribution to the city's retirement system** **FY 2019 \$2,742 FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Update personnel expenditures** **FY 2019 (\$41,620) FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

City Real Estate Assessor

Total: (\$9,832) FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Administrative Assistant II	1 10	\$37,337	\$60,884	1	0	1
Chief Deputy Real Estate Assessor	1 20	\$77,520	\$126,409	1	0	1
City Assessor	1 22	\$85,068	\$143,055	1	0	1
Geographic Information Systems Technician I	1 9	\$34,445	\$56,161	1	0	1
Programmer/Analyst V	1 16	\$60,149	\$98,068	1	0	1
Real Estate Appraisal Team Leader	1 16	\$60,149	\$98,068	2	0	2
Real Estate Appraiser I	1 10	\$37,337	\$60,884	0	1	1
Real Estate Appraiser II	1 11	\$40,805	\$66,586	2	1	3
Real Estate Appraiser III	1 13	\$47,823	\$77,978	9	-2	7
Real Estate CAMA Modeler Analyst	1 16	\$60,149	\$98,068	1	0	1
Real Estate Commercial Project Supervisor	1 17	\$64,260	\$104,872	1	0	1
Software Analyst	1 13	\$47,823	\$77,978	1	0	1
Support Technician	1 5	\$25,179	\$41,096	3	0	3
Total				24	0	24

CITY AUDITOR

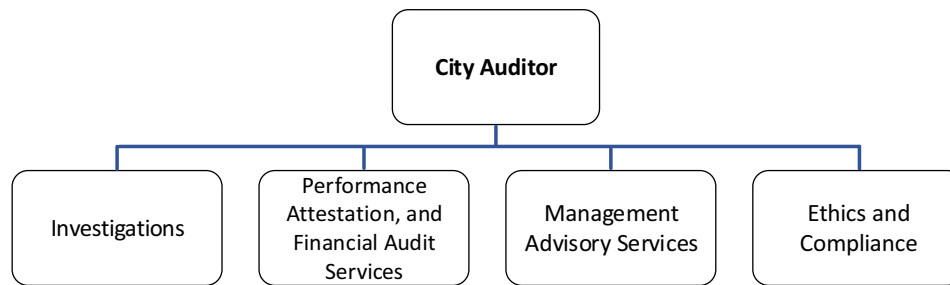
MISSION STATEMENT

The City Auditor provides independent professional internal auditing, management advisory, consulting, and investigative services to city departments, offices, and agencies to promote: full financial accountability; economy, efficiency, and effectiveness of city government operations and programs; compliance with applicable city, state, and federal laws and regulations; strong internal controls; a sound risk management system; the deterrence of fraud, waste, and abuse; and the promotion of integrity and ethical conduct.

DEPARTMENT OVERVIEW

The Office of the City Auditor conducts professional audits and a variety of services to include inquiries, investigations, management advisory projects, and ethics and compliance awareness. Basic services include:

- Assessing the reliability and integrity of financial and operating information and the means used to identify, measure, classify, and report such information
- Assessing the design and operation of the internal control system
- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the City of Norfolk
- Reviewing the means of safeguarding assets and, as appropriate, verifying the existence of such assets
- Appraising the economy and efficiency with which resources are applied
- Examining operations or programs to determine if results are consistent with established goals and whether the objectives are being carried out as planned
- Supporting a fraud, waste, and abuse hotline to receive reports from citizens and employees of suspected unlawful and wasteful acts committed by city employees, vendors, et cetera
- Conducting investigations and inquiries of fraud, waste, and abuse
- Evaluating the effectiveness of risk management
- Providing oversight of external auditors contracted for the city's annual financial and federal grants audit and the audits of Norfolk Public Schools, Economic Development Authority, and Norfolk Employee's Retirement System (NERS)
- Promoting ethics and compliance awareness



PERFORMANCE MEASURES

Goal

Provide continuous, progressive, and premier independent audit and related professional services in the most timely and efficient manner possible including investigations, inquiries, and management advisory

Objective

Identify ways to increase the economy, efficiency, effectiveness, and accountability of city government and provide independent, reliable, accurate, and timely information to City Council and other stakeholders

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of the City Council approved work plan completed or substantially completed during the fiscal year	40	44	100	100	0
Percent of investigations completed as the result of a fraud, waste, or abuse complaint	75	52	100	100	0
Percent of audit recommendations accepted by management	100	95	95	95	0
Percent of observed internal controls and operational issues reported to management as a result of fraud, waste, or abuse complaints (New measure in FY 2019)	0	0	0	100	100

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$794,597	\$772,849	\$938,677	\$957,186
Materials, Supplies and Repairs	\$4,050	\$5,793	\$3,744	\$3,744
Contractual Services	\$14,742	\$16,908	\$18,663	\$15,163
Equipment	\$0	\$869	\$0	\$0
Total	\$813,389	\$796,419	\$961,084	\$976,093

ADOPTED FY 2019 BUDGET ACTIONS

- **Provide funds for citywide compensation increase** **FY 2019 \$5,110 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- **Remove one-time funds for peer review** **FY 2019 (\$3,500) FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2018 for an external quality control assessment, which occurs every three years to comply with Government Auditing Standards.

- **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$6,399 FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system** **FY 2019 \$1,326 FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures** **FY 2019 \$5,674 FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

City Auditor

Total: \$15,009 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Assistant City Auditor / Audit Analyst	1 13	\$47,823	\$77,978	1	0	1
Assistant City Auditor II	1 14	\$52,020	\$86,041	5	0	5
City Auditor	1 20	\$77,520	\$126,409	1	0	1
Deputy City Auditor	1 16	\$60,149	\$98,068	2	0	2
Total				9	0	9

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Executive



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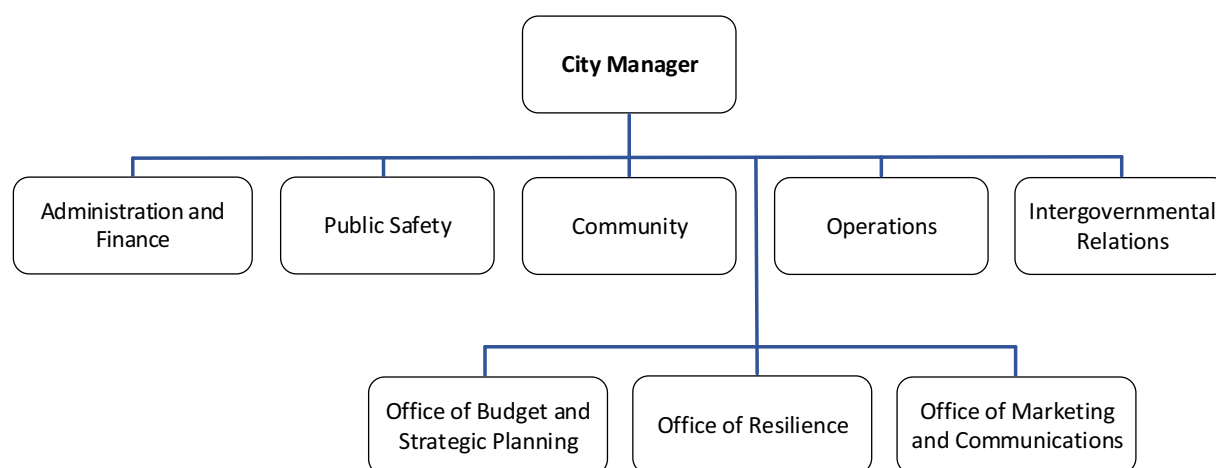
CITY MANAGER

MISSION STATEMENT

The City Manager's Office is dedicated to providing quality service to all residents and businesses in the community; supporting and developing its diverse staff; and ensuring that municipal services are provided promptly, efficiently, and effectively throughout the city.

DEPARTMENT OVERVIEW

The Executive Office provides leadership and management of the organization in accordance with policies and direction of the City Council. Intergovernmental Relations provides liaison assistance between city, other governmental legislatures, and agencies at the state and federal level; collaborates with Virginia delegation to the Congress to develop funding requests for City Council priorities; participates in coalition building; monitors, tracks, and reports on legislation and trends; and conducts policy analysis and process facilitation.



PERFORMANCE MEASURES

Goal

Maintain an experienced and skilled workforce

Objective

Create a workforce culture that fosters employee satisfaction and supports career development

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Based on a five-year rolling average, percentage of full-time city employees retained year to year (New measure in FY 2018)	0	0	85	85	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$1,895,223	\$1,749,116	\$1,915,334	\$1,973,120
Materials, Supplies and Repairs	\$37,693	\$27,390	\$23,163	\$29,754
Contractual Services	\$230,598	\$125,366	\$284,098	\$281,698
Equipment	\$0	\$0	\$5,500	\$0
Total	\$2,163,514	\$1,901,872	\$2,228,095	\$2,284,572

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$15,142 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Adjust costs for Fleet expenditures** **FY 2019 (\$1,309) FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$10,528 FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Adjust required contribution to the city's retirement system** **FY 2019 \$12,926 FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Update personnel expenditures** **FY 2019 \$19,190 FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

City Manager

Total: \$56,477 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Administrative Assistant I	1 9	\$34,445	\$56,161	2	0	2
Administrative Assistant II	1 10	\$37,337	\$60,884	3	-2	1
Assistant to the City Manager	1 20	\$77,520	\$126,409	1	0	1
Chief Deputy City Manager	1 27	\$123,675	\$204,439	1	0	1
City Manager	1 29	*	*	1	0	1
Deputy City Manager	1 26	\$112,455	\$187,792	3	0	3
Director of Intergovernmental Relations	1 20	\$77,520	\$126,409	1	0	1
Legal Administrator	1 15	\$56,314	\$92,075	0	1	1
Management Analyst I	1 11	\$40,805	\$66,586	1	0	1
Management Analyst III	1 14	\$52,020	\$86,041	1	0	1
Special Assistant	1 20	\$77,520	\$126,409	0	1	1
Total				14	0	14

*No salary range per compensation plan.

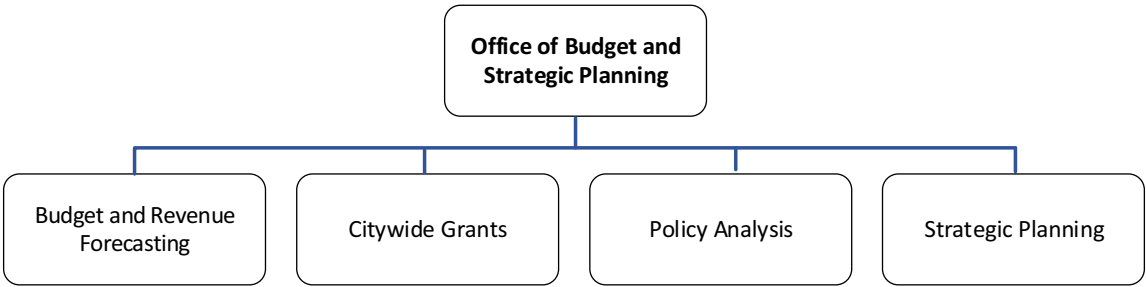
OFFICE OF BUDGET AND STRATEGIC PLANNING

MISSION STATEMENT

The Office of Budget and Strategic Planning is responsible for the preparation and submission of a balanced budget that supports the goals of the City Council. Through program evaluation and long-range planning, the office provides analysis for key decision makers. Operations are focused on budget development, strategic planning, policy analysis, and citywide grants management.

DEPARTMENT OVERVIEW

The Office of Budget and Strategic Planning monitors the current fiscal year's budget and assists departments on budgetary matters. The Budget Office through the program areas of Budget and Revenue Forecasting, Policy Analysis, and Citywide Grants provide analytical services, demographic information support, and special project assistance for the City Manager. The office also works collaboratively with city departments and agencies in assessing organizational performance as well as partnering with departments and agencies to identify opportunities to improve the overall efficiency and effectiveness of city programs and services. The office provides development, monitoring, and process management for the citywide strategic plan. Additionally, the office oversees the monitoring and support of citywide grant activity to leverage city resources with funds from federal, state, and philanthropic sources.



PERFORMANCE MEASURES

Goal

Promote strong financial management

Objective

Prepare and submit a balanced budget that aligns decision making and resources which communicates the city's priorities

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent variance between forecast and actual expenditures (New measure in 2017)	0	3	2	2	0
Percent variance between forecast and actual revenue	0	0	2	2	0
GFOA Distinguished Budget award received	Yes	Yes	Yes	Yes	N/A

Objective

Facilitate application for and processing of all grants received by the city to enhance fiscal stewardship

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of grant management training sessions and workshops	15	16	25	25	0
Dollar value of grants received for city programs	28,914,914	163,268,615	17,000,000	17,000,000	0
Number of grant training participants	267	145	400	400	0
Percent of city department grant applications reviewed by the Grants Team	92	90	100	100	0

Goal

Increase lifelong learning access

Objective

Increase accessibility to lifelong learning opportunities using existing city and school resources

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of participants in training sessions provided by budget staff	68	83	100	100	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$1,163,033	\$1,156,852	\$1,380,931	\$1,553,972
Materials, Supplies and Repairs	\$12,261	\$11,799	\$10,725	\$10,725
Contractual Services	\$30,481	\$84,129	\$40,292	\$40,292
Equipment	\$3,602	\$4,580	\$655	\$655
Total	\$1,209,377	\$1,257,360	\$1,432,603	\$1,605,644

ADOPTED FY 2019 BUDGET ACTIONS

- **Provide funds for citywide compensation increase** **FY 2019 \$10,960** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- **Enhance Data Analytics** **FY 2019 \$108,960** **FTE: 1**

Provide funds to create a new Data Scientist position. This position will conduct citywide data analysis to be used for strategic decision-making. Job responsibilities may include interpreting complex data, conducting trend analysis, discerning patterns, and formulating data models for forecasting.

- **Enhance strategic planning design and implementation** **FY 2019 \$76,272** **FTE: 1**

Provide funds for for a new Principal Analyst position that will support implementation of the citywide strategic planning initiative. The Strategic Planning Initiative provides development, monitoring, and process management for the citywide strategic plan. The initiative sets high level goals and milestones that align with existing city plans, City Manager initiatives, and City Council priorities.

- **Reallocate citywide grants management process** **FY 2019 (\$104,216)** **FTE: -1**

Reduce staffing for citywide grants management by eliminating one permanent and one temporary Management Analyst II. This action maintains existing responsibility for grant application and approval submission with city departments. Citywide grants management, including appropriation oversight and general compliance, will remain in the Office of Budget and Strategic Planning, with responsibilities absorbed by existing staff. No impact to service is anticipated.

- **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$8,493** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system** **FY 2019 \$31,636** **FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 \$40,936 FTE: -3

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Office of Budget and Strategic Planning

Total: \$173,041 FTE: -2

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Budget & Policy Analyst	1 13	\$47,823	\$77,978	4	2	6
Budget & Policy Analyst, Senior	1 15	\$56,314	\$92,075	3	-3	0
Budget Team Leader	1 18	\$68,697	\$112,020	1	0	1
Budget Technician	1 9	\$34,445	\$56,161	1	0	1
Data Scientist	1 18	\$68,697	\$112,020	0	1	1
Director of Budget & Strategic Planning	1 24	\$94,656	\$162,302	1	0	1
Economic & Policy Analyst	1 13	\$47,823	\$77,978	1	-1	0
Economic Forecast Specialist	1 15	\$56,314	\$92,075	1	0	1
Grants Team Leader	1 18	\$68,697	\$112,020	1	0	1
Management Analyst II	1 13	\$47,823	\$77,978	2	-1	1
Policy Team Leader	1 18	\$68,697	\$112,020	1	-1	0
Principal Analyst	1 17	\$64,260	\$104,872	2	1	3
Total				18	-2	16

OFFICE OF RESILIENCE

MISSION STATEMENT

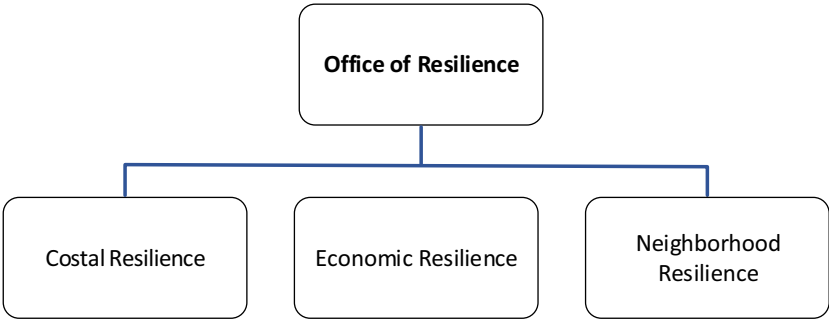
The Office of Resilience actively collaborates with city departments and community/business partners to enhance the city's capacity to proactively, effectively, and sustainably address issues arising from changing environmental and economic conditions.

DEPARTMENT OVERVIEW

The Office of Resilience is part of the city's increased focus on building a resilient community due to the changing climate, coupled with the effects of a slow economic rebound from the Great Recession on local businesses and neighborhoods. The office is focused on initiatives that will prepare the city for climate change, strengthen the city's economic competitiveness, and ensure the highest quality of life possible for residents.

The city's resilience efforts began when Norfolk was awarded the Rockefeller Foundation's 100 Resilient Cities designation in December 2013. Using a community-driven process, residents identified stresses and potential shocks and created a resilience strategy to mitigate the impacts. The strategy identifies three primary goals: 1) designing the coastal community of the future to live with the impacts of recurrent flooding; 2) creating economic opportunity by advancing efforts to grow existing and create new sectors; and 3) advancing initiatives to connect communities, deconcentrate poverty, and strengthen neighborhoods.

In January 2016, the Commonwealth of Virginia was awarded a \$120.5 million grant from the U.S. Department of Housing and Urban Development's (HUD) National Disaster Resilience Competition (NDRC) for resilience projects in the city. The grant will be used to implement innovative storm water and flood management strategies in the Ohio Creek Watershed in Chesterfield Heights and Grandy Village. The grant also established a Coastal Resilience Accelerator to serve as the hub for solving challenges related to water-related businesses, water management, and community revitalization. The office also coordinates work related to the NDRC grant.



PERFORMANCE MEASURES

Goal

Strengthen the capacity of the city to address environmental, economic, and neighborhood issues

Objective

Increase knowledge of resilience issues and tactics among city and community partners

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of community and city participants for Office of Resilience events and presentations (New measure in FY 2017)	0	154	520	520	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$0	\$372,388	\$320,766	\$448,575
Materials, Supplies and Repairs	\$0	\$21,322	\$13,000	\$16,750
Contractual Services	\$0	\$8,814	\$37,000	\$33,250
Total	\$0	\$402,524	\$370,766	\$498,575

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$103,810,241	Brownfields Area-wide Planning	2.75
		Brownfields Assessment	
		Brownfields Harbor Park Assessment	
		Cities of Service	
		Ohio Creek Watershed Project - CDBG NDRC	

ADOPTED FY 2019 BUDGET ACTIONS

- Provide funds for citywide compensation increase** **FY 2019 \$2,488 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- Support St. Paul's redevelopment initiative** **FY 2019 \$141,648 FTE: 1**
 Provide funds for a Special Assistant position. This position will manage the St. Paul's redevelopment initiative.
 - Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$2,473 FTE: 0**
 Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.
 - Adjust required contribution to the city's retirement system** **FY 2019 \$9,070 FTE: 0**
 Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.
 - Update personnel expenditures** **FY 2019 (\$27,870) FTE: -1**
 Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.
- Office of Resilience** **Total: \$127,809 FTE: 0**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Administrative Assistant II	1 10	\$37,337	\$60,884	0	1	1
Administrative Technician	1 7	\$29,391	\$47,962	1	-1	0
Assistant Director	1 21	\$80,963	\$134,732	1	-1	0
Special Assistant	1 20	\$77,520	\$126,409	1	1	2
Total				3	0	3

The Chief Resilience Officer is a special project position funded by the CDBG NDRC grant.

OFFICE OF MARKETING AND COMMUNICATIONS

MISSION STATEMENT

The Office of Marketing and Communications collaborates with city departments and partners to enhance the lives of the city's residents and businesses, reinforce a spirit of inclusion, and foster community pride.

DEPARTMENT OVERVIEW

The Office of Marketing and Communications provides strategic counsel, creative solutions and timely, responsive services that engage, inform and strengthen the reputation of the city as the most inclusive, vibrant, and authentic urban waterfront community in America.

The department creates captivating and inspiring stories shared in an integrated fashion via newsletter, the city's website, Norfolk.gov, social media platforms (Facebook, Twitter, Instagram, YouTube and LinkedIn), and the city's TV channel, Norfolk48. The department also facilitates Freedom of Information Act (FOIA) requests, shares media releases, and responds to media inquiries about the city government.

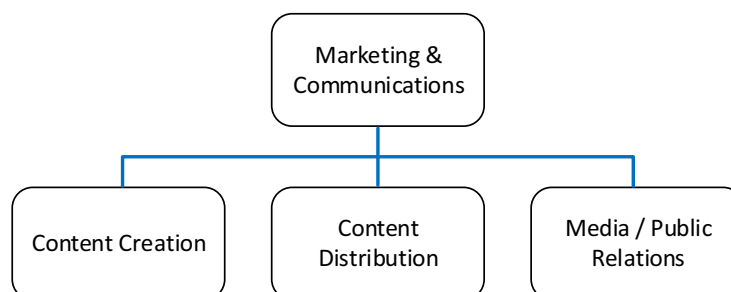
Through planning and collaboration with city leaders, other departments, and partner organizations the Office of Marketing and Communications ensures that residents, businesses, and visitors have access to the latest events and happenings throughout the City of Norfolk.

The Office of Marketing and Communications is also responsible for the development and execution of Norfolk's strategic marketing communication strategy and related programs to most effectively and efficiently communicate with the city's major constituents and stakeholders. The office is comprised of three teams:

Content Creation: Includes writers, videographers, photographers and storytellers with expertise creating content for all city-owned communication channels (e-newsletters, email, broadcast channels, website and social media).

Content Distribution: Plans and coordinates the publishing of all content for city-owned communications channels (e-newsletters, email, broadcast channels, website and social media) and manages the collection of resident feedback, research, and the overall marketing and communications work process.

Media and Public Relations: Facilitates Freedom of Information Act (FOIA) requests, shares media releases and responds to media inquiries about city government. This team serves as the central point of communication integration and coordination when a city emergency occurs (Hurricane, Winter Storm, etc.) and helps develop and reinforce city brand guidelines and internal employee communications.



PERFORMANCE MEASURES

Goal

Increase access to city services, products, and information for both internal departments and external entities/residents

Objective

Connect residents and businesses to training, programs, services, and resources to improve individual and community growth and sustainability

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of internal departments that engage the Department of Marketing and Communications for assistance with their marketing and communications needs (New measure for FY 2017)	0	22	15	15	0
Number of external clients that engage the Office of Marketing and Communications for assistance with their marketing and communications needs (New measure for FY 2017)	0	5	4	4	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$0	\$0	\$1,341,112	\$1,375,051
Materials, Supplies and Repairs	\$0	\$0	\$32,609	\$32,609
Contractual Services	\$0	\$0	\$436,908	\$396,908
Equipment	\$0	\$0	\$17,825	\$17,825
Total	\$0	\$0	\$1,828,454	\$1,822,393

The Office of Marketing and Communications was established in FY 2018. Previously, it was a division of the Department of Information Technology.

ADOPTED FY 2019 BUDGET ACTIONS

• Provide funds for citywide compensation increase

FY 2019 \$8,203 FTE: 0

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- **Redesign the city's website, Norfolk.gov** **FY 2019 \$60,000** **FTE: 0**

Provide funds to redesign the city's Norfolk.gov web site. The redesigned website will make it easier for residents to connect with the city and access information related to city services and programs. This action provides one-time funds of \$60,000 in FY 2019 for the website redesign and development, and requires \$23,000 per year in ongoing maintenance starting in FY 2020.

- **Enhance Freedom of Information Act (FOIA) Program** **FY 2019 \$40,682** **FTE: 1**

Provide funds for a Public Information Specialist I position. The position will be primarily responsible for the Freedom of Information Act (FOIA) Program. The Freedom of Information Act Program guarantees state residents and representatives of the media access to public records held by public bodies, public officials, and public employees.

- **Reduce contractual expenses** **FY 2019 (\$100,000)** **FTE: 0**

Reduce contractual expenses related to citywide marketing initiatives through increased collaboration with outside agency partnerships. No impact to service is anticipated.

- **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$9,561** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system** **FY 2019 \$10,636** **FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures** **FY 2019 (\$35,143)** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

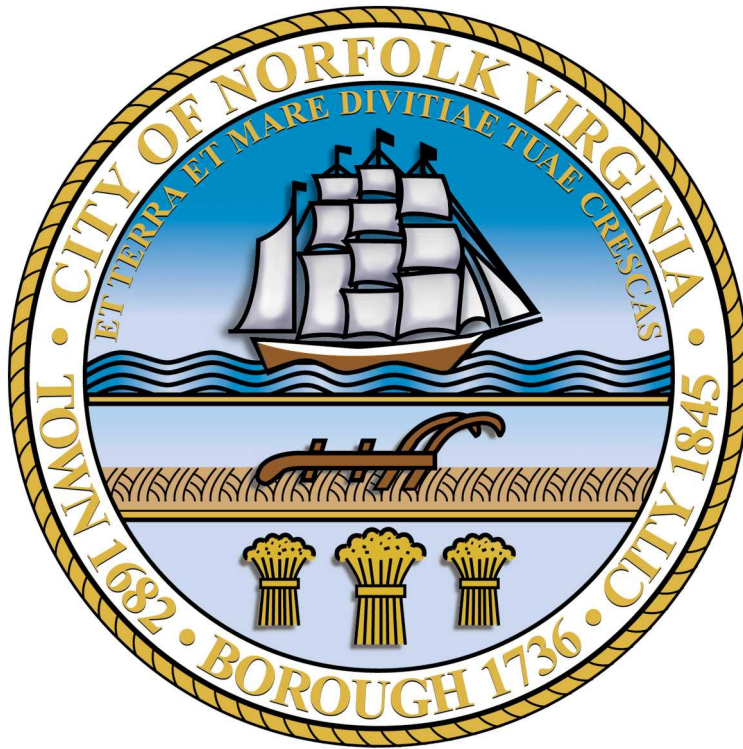
Office of Marketing and Communications

Total: (\$6,061) FTE: 1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Applications Development Team Supervisor	1 17	\$64,260	\$104,872	1	0	1
Chief Marketing Officer	1 24	\$94,656	\$162,302	1	0	1
Creative Designer & Production Manager	1 12	\$44,339	\$72,308	1	0	1
Manager of Public Relations	1 17	\$64,260	\$104,872	4	0	4
Media Production Specialist	1 12	\$44,339	\$72,308	2	0	2
Program Supervisor	1 13	\$47,823	\$77,978	2	0	2
Public Information Specialist I	1 10	\$37,337	\$60,884	2	1	3
Public Relations Specialist	1 12	\$44,339	\$72,308	1	0	1
Webmaster	1 13	\$47,823	\$77,978	1	0	1
Total				15	1	16

Department of Law



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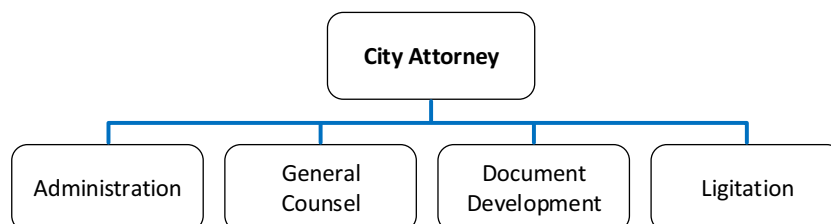
CITY ATTORNEY

MISSION STATEMENT

The City Attorney's Office represents the city, the School Board, the Norfolk Employee's Retirement System, Chrysler Museum, Lake Taylor Hospital, and other boards and commissions in legal matters.

DEPARTMENT OVERVIEW

The office defends clients in litigation, files suits on behalf of clients, prepares legislation for consideration by City Council, provides advice, prepares contracts, and provides other legal services as necessary.



PERFORMANCE MEASURES

Goal

Achieve a reputation internally and externally as a well-managed government

Objective

Represent the city, School Board, Norfolk Employees' Retirement System, Community Services Board, Chrysler Museum, Lake Taylor Hospital, and other boards and commissions in litigation; draft and review municipal ordinances/resolutions and contracts

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of new files opened	5,198	6,928	6,000	6,000	0
Number of files closed	5,098	4,968	6,000	6,000	0
Revenue collected from suits, city appeals, and general collections	6,000,000	3,487,388	7,500,000	7,500,000	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$3,978,921	\$4,134,497	\$4,202,422	\$4,417,900
Materials, Supplies and Repairs	\$71,627	\$75,870	\$69,511	\$69,555
Contractual Services	\$264,896	\$256,764	\$296,365	\$296,365
Department Specific Appropriation	\$24,785	(\$46,383)	\$44,712	\$44,712
Total	\$4,340,229	\$4,420,748	\$4,613,010	\$4,828,532

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$33,468 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Align personnel expenditures with projected utilization** **FY 2019 \$93,706 FTE: 0**

Technical adjustment to update department costs for personnel services based on projected utilization.

• **Adjust costs for Fleet expenditures** **FY 2019 \$44 FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$35,077 FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Adjust required contribution to the city's retirement system** **FY 2019 \$34,220 FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Update personnel expenditures** **FY 2019 \$19,007 FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

City Attorney

Total: \$215,522 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Assistant City Attorney I	1 16	\$60,149	\$98,068	3	0	3
Assistant City Attorney II	1 18	\$68,697	\$112,020	1	-1	0
Assistant City Attorney III	1 20	\$77,520	\$126,409	4	-2	2
Business Manager	1 13	\$47,823	\$77,978	1	0	1
City Attorney	1 28	\$140,760	\$228,888	1	0	1
Criminal Docket Specialist	1 9	\$34,445	\$56,161	1	0	1
Deputy City Attorney I	1 23	\$89,694	\$152,419	3	3	6
Deputy City Attorney II	1 24	\$94,656	\$162,302	5	0	5
Deputy City Attorney III	1 25	\$102,209	\$172,706	2	0	2
Legal Administrator	1 15	\$56,314	\$92,075	1	0	1
Legal Coordinator I	1 11	\$40,805	\$66,586	2	0	2
Legal Coordinator II	1 13	\$47,823	\$77,978	1	0	1
Legal Secretary II	1 9	\$34,445	\$56,161	5	0	5
Messenger/Driver	1 2	\$20,099	\$32,778	1	0	1
Paralegal Claims Investigator	1 12	\$44,339	\$72,308	1	0	1
Paralegal Generalist	1 9	\$34,445	\$56,161	1	0	1
Support Technician	1 5	\$25,179	\$41,096	1	0	1
Total				34	0	34

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Constitutional Officers



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COMMISSIONER OF THE REVENUE

MISSION STATEMENT

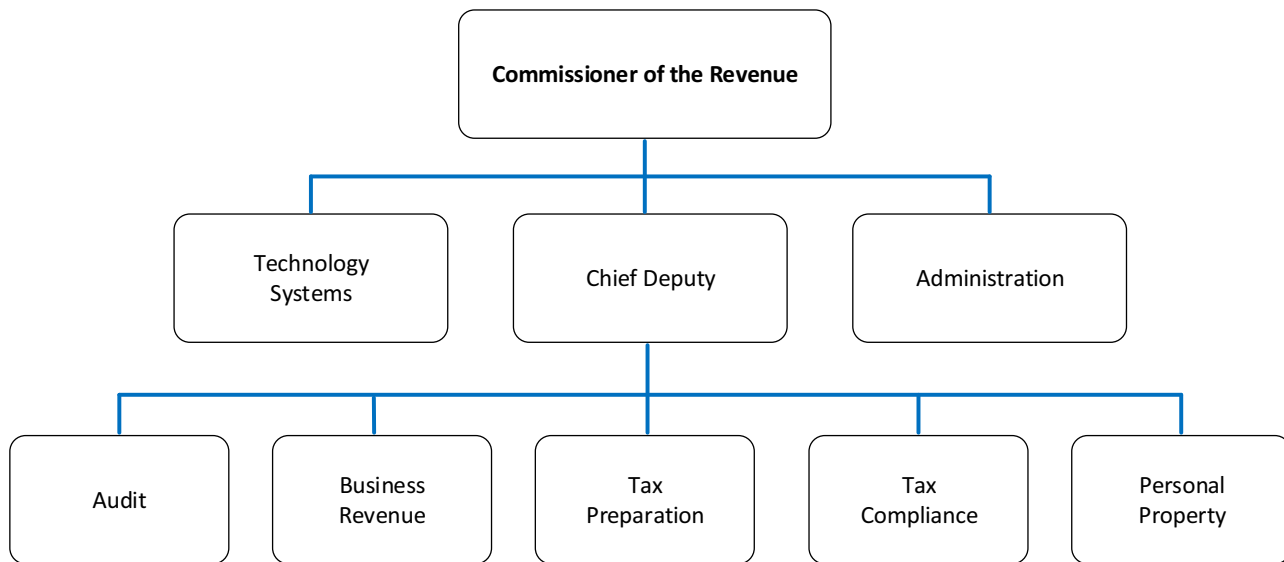
The Commissioner of the Revenue assesses various taxes pursuant to state and local law and strives to fairly and efficiently assist Norfolk residents and business owners in the following areas to aid in the continued economic growth of our city:

- Assessment of individual and business personal property
- Issuance and renewal of business licenses
- Administration of all fiduciary taxes
- Monitoring payment of taxes to ensure compliance
- Assistance with filing and processing of Virginia (state) income tax returns
- Providing Virginia Department of Motor Vehicles (DMV) service as a DMV Select location
- Investigating potential delinquent accounts
- Assistance with yard sale permits

DEPARTMENT OVERVIEW

The Commissioner of the Revenue is responsible for the equitable administration of local taxes with the exception of real estate taxes. The office assesses individual and business personal property taxes; issues business licenses; and assesses taxes on meals, lodging, cigarettes, admissions, and other special taxes. The office also provides services on behalf of the Virginia Department of Motor Vehicles through DMV Select. Through an arrangement with the Virginia Department of Transportation, the office is also an authorized seller of E-ZPass transponders.

The office is organized into divisions to effectively address workload and customer issues. Administration and Technology Systems report directly to the Commissioner. The Personal Property, Business Revenue, Audit, Tax Preparation, and Tax Compliance sections report directly to the Chief Deputy Commissioner of the Revenue, who directly reports to the Commissioner.



PERFORMANCE MEASURES

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract and retain business within Norfolk					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of annual business licenses	14,924	15,103	13,700	13,700	0

Goal					
Achieve a well-trained, qualified community workforce					
Objective					
Increase the skill and competence of employees of the Commissioner of the Revenue Office					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of participants in the statewide Career Development Program for Commissioners of the Revenue	38	38	37	37	0

Goal					
Enhance the efficiency of programs and services					
Objective					
Opening business portal to integrate technology into the city's contact with Norfolk businesses					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of modules of the business portal tested and open for public use	4	4	7	7	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$2,508,011	\$2,635,250	\$2,800,068	\$2,773,929
Materials, Supplies and Repairs	\$203,512	\$181,666	\$231,226	\$111,420
Contractual Services	\$86,810	\$92,774	\$110,978	\$82,781
Equipment	\$6,122	\$3,711	\$2,400	\$2,400
Total	\$2,804,455	\$2,913,401	\$3,144,672	\$2,970,530

ADOPTED FY 2019 BUDGET ACTIONS

- Provide funds for citywide compensation increase** **FY 2019 \$20,742** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- Centralize information technology expenditures** **FY 2019 (\$146,772)** **FTE: 0**

Technical adjustment to transfer information technology (IT) expenditures from Commissioner of the Revenue to the Department of Information Technology. This funding was allocated to departments receiving state reimbursement for IT expenses. The state no longer reimburses these expenses. A corresponding adjustment can be found in the Department of Information Technology.

- Adjust personnel and operational expenditures** **FY 2019 (\$53,313)** **FTE: -1**

Reduce funds for personnel services and operations based on projected utilization. The adjustment includes eliminating one vacant Deputy III - COR position and capturing savings in parking validation. No impact to services is anticipated.

- Adjust costs for Fleet expenditures** **FY 2019 \$326** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

- Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$22,640** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system**

FY 2019 (\$15,381) FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 (\$2,384) FTE: -3

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment; and updated Virginia Retirement Systems expenses as a result of a change in the contribution rate from 9.15 percent to 9.42 percent. These are routine actions that occur at the beginning of the budget cycle.

Commissioner of the Revenue

Total: (\$174,142) FTE: -4

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Administrative Manager - COR	COR 5	\$59,540	\$95,182	2	0	2
Chief Deputy - COR	COR 6	\$68,817	\$121,118	1	0	1
Commissioner of the Revenue	COR 7	\$87,546	\$139,197	1	0	1
Deputy I - COR	COR 1	\$27,190	\$55,059	13	-2	11
Deputy II - COR	COR 2	\$34,127	\$69,345	11	-2	9
Deputy III - COR	COR 3	\$47,500	\$78,533	10	0	10
Supervising Deputy - COR	COR 4	\$55,800	\$89,206	4	0	4
Total				42	-4	38

CITY TREASURER

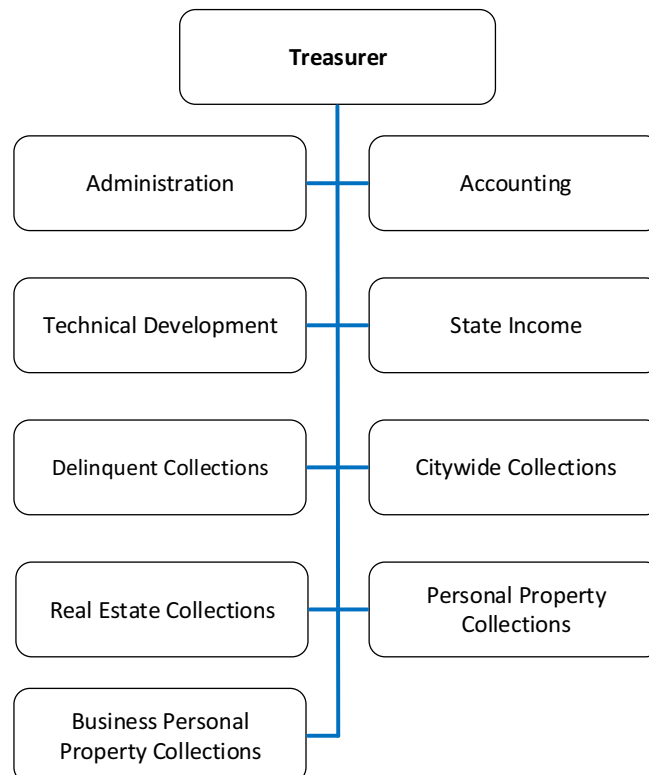
MISSION STATEMENT

The City Treasurer's mission is to provide superior service to the taxpayers of the City of Norfolk in accordance with state and city code, in the following areas:

- Enforce the collection of all taxes, levies, license taxes, animal licenses, rents, fees, and all other revenues accruing to the city
- Collect and report certain state taxes and revenues
- Maintain records of all funds collected and deposited
- Provide professional and efficient service and assistance to the taxpayers and residents of the City of Norfolk

DEPARTMENT OVERVIEW

The City Treasurer, elected by the citizens of Norfolk, is the custodian of all city funds. The City Treasurer mails statements and receives and processes payment for current and delinquent real estate taxes, personal property taxes, state income taxes, animal licenses, and various bills due to the city meeting all timing requirements for the orderly and timely payment of taxes. All funds are entered into accounting ledgers and are coordinated with the City Administration and audited by the Commonwealth and City. The office was established in the Constitution of the Commonwealth of Virginia and the Charter of the City of Norfolk.



PERFORMANCE MEASURES

Goal

Diversify and strengthen Norfolk's economic base

Objective

Attract new residents to contribute to Norfolk's economic growth

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of properties auctioned (to provide investors and developers the opportunity to grow within the city and return properties to the tax rolls)	311	302	400	400	0

Goal

Achieve a reputation internally and externally as a well-managed government

Objective

Maintain a level of performance in the collection of current revenues with a strong emphasis on increasing delinquent collections

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Personal property tax collection rate	99	99	98	98	0
Real property tax collection rate	99	99	100	100	0
Delinquent personal property tax collection rate	98	98	98	98	0
Delinquent real property tax collection rate	98	99	98	98	0

Goal

Achieve a well-trained, qualified community workforce

Objective

Create a comprehensive short- and long-term community workforce plan outlining workforce skills needed by area employers

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of staff participating in career development to increase knowledge of city code and state code	11	12	25	25	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$1,918,068	\$1,860,404	\$1,953,279	\$2,032,446
Materials, Supplies and Repairs	\$133,173	\$136,179	\$175,853	\$95,649
Contractual Services	\$288,386	\$213,081	\$304,980	\$302,100
Total	\$2,339,627	\$2,209,664	\$2,434,112	\$2,430,195

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$18,979** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Centralize information technology expenditures** **FY 2019 (\$84,300)** **FTE: 0**

Technical adjustment to transfer information technology (IT) expenditures from City Treasurer to the Department of Information Technology. This funding was allocated to departments receiving state reimbursement for IT expenses. The state no longer reimburses these expenses. A corresponding adjustment can be found in the Department of Information Technology.

• **Align personnel expenditures with anticipated utilization** **FY 2019 \$53,313** **FTE: 0**

Align personnel expenditures to more accurately represent department costs for personnel services. The addition of these funds will allow the department to support personnel needed to effectively provide services.

• **Adjust costs for Fleet expenditures** **FY 2019 \$1,216** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$16,083** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Update personnel expenditures** **FY 2019 (\$9,208)** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment; and updated Virginia Retirement Systems expenses as a result of a change in the contribution rate from 9.15 percent to 9.42 percent. These are routine actions that occur at the beginning of the budget cycle.

City Treasurer

Total: (\$3,917) FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Administrative Manager - TR	TRO 05	\$59,540	\$95,182	1	0	1
Chief Deputy - TR	TRO 06	\$68,817	\$121,118	2	0	2
City Treasurer - TR	TRO 07	\$87,546	\$167,229	1	0	1
Deputy I - TR	TRO 01	\$27,190	\$55,059	10	0	10
Deputy II - TR	TRO 02	\$34,127	\$69,345	9	0	9
Deputy III- TR	TRO 03	\$43,376	\$78,533	6	0	6
Supervising Deputy - TR	TRO 04	\$55,800	\$89,206	2	0	2
Total				31	0	31

Pay plan classifications, pay grades, and pay ranges reflect changes to the FY 2019 pay plan for the City Treasurer, effective July 1, 2018.

CLERK OF THE CIRCUIT COURT

MISSION STATEMENT

The Clerk of the Circuit Court provides an efficient, resident-friendly organization employing e-government technologies when available to enhance service delivery and maximize operational efficiency; provides recordation and maintenance of all required public records; provides support for the adjudication of all cases brought before the Circuit Court; and accomplishes all other duties of the Clerk as required by law.

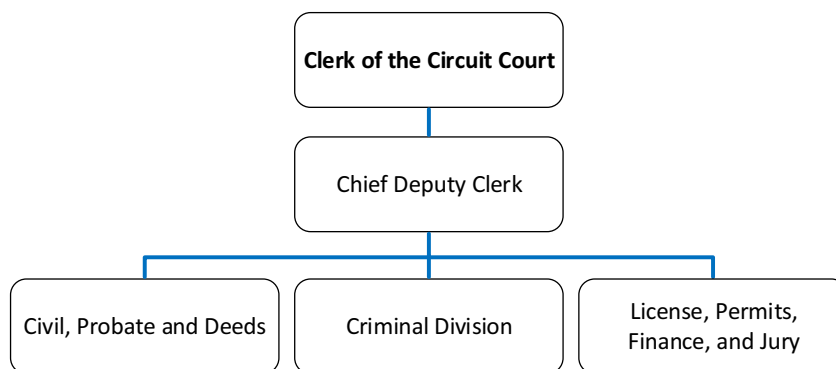
DEPARTMENT OVERVIEW

Executive: Includes the Clerk of Court, Chief Deputy Clerk, and Executive Assistant. Manages the daily operations of the Clerk's Office and oversees all personnel, policies, and procedures.

Civil, Probate, and Deeds Division: Handles disputes between individuals, groups or corporations where monetary damages are alleged; handles cases involving custody, divorce, adoptions, and property ownership; manages all estate and will transactions; meets with the public during times of extreme loss and/or hardship; records all transfers of land records, certificates of satisfaction and powers of attorney; and maintains the Land Record Indexing and the remote access systems.

Criminal Division: Handles all formal presentations, indictments, and information related to felony criminal offenses and appealed misdemeanors committed within the circuit.

License, Permits, Finance, and Jury Division: Handles all issues related to the issuance of any licenses, permits, and notaries. Acts as primary interface between the Clerk's Office and the general public. The comptroller is a part of this division with the primary responsibility of oversight of all financial functions of the Clerk's Office including, but not limited to, daily receipts, bank reconciliations, trust accounts, billing statements, and remote access fees.



PERFORMANCE MEASURES

Goal

Enhance the efficiency of programs and services

Objective

Complete the digitization of civil case files, appeals files, and other papers held by the Clerk

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of case files, appeals, and other papers held by the Clerk that are digitized	100	100	100	100	0

Objective

Implement electronic filing in conjunction with the Supreme Court of Virginia to provide a portal for the electronic filing of civil cases. Begin development of the business rules to extend electronic filing to the criminal division

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of milestones of the electronic file implementation plan achieved	100	100	100	100	0

Goal

Enhance residents' access to goods and services

Objective

Complete implementation of the online system for Circuit Court Clerk's Office users to report service issues and make requests, and provide greater access for those who are homebound, senior citizens, and others

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of responses to reports of service issues, problems, or requests made by users (Addition of live chat on webpage resulted in increased contact)	100	1,700	900	3,000	2,100

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$2,448,804	\$2,449,127	\$2,773,034	\$2,537,414
Materials, Supplies and Repairs	\$96,570	\$75,152	\$147,391	\$116,971
Contractual Services	\$349,971	\$296,228	\$298,087	\$260,847
Equipment	\$10,019	\$15,611	\$15,000	\$15,000
Department Specific Appropriation	\$0	\$0	\$34	\$34
Total	\$2,905,364	\$2,836,118	\$3,233,546	\$2,930,266

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$17,900** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Centralize information technology expenditures** **FY 2019 (\$42,660)** **FTE: 0**

Technical adjustment to transfer information technology (IT) expenditures from Clerk of the Circuit Court to the Department of Information Technology. This funding was allocated to departments receiving state reimbursement for IT expenses. The state no longer reimburses these expenses. A corresponding adjustment can be found in the Department of Information Technology.

• **Reduce software maintenance expenses** **FY 2019 (\$25,000)** **FTE: 0**

Reduce funds allotted for jury management software contract. The department's general office expense reimbursement from the Virginia State Compensation Board will absorb this cost.

• **Align personnel expenditures with projected utilization** **FY 2019 (\$225,063)** **FTE: 0**

Align personnel expenditures to more accurately represent department costs for personnel services. The reduction of these funds reflects the department's anticipated personnel needs and recent utilization.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$21,553** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Update personnel expenditures** **FY 2019 (\$50,010)** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment; and updated Virginia Retirement Systems expenses as a result of a change in the contribution rate from 9.15 percent to 9.42 percent. These are routine actions that occur at the beginning of the budget cycle.

Clerk of the Circuit Court

Total: (\$303,280) FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Administrative Assistant - CC	CCC 5	\$39,001	\$65,658	4	0	4
Administrative Manager - CC	CCC 7	\$55,800	\$89,206	1	0	1
Applications Manager - CC	CCC 9	\$68,817	\$121,118	1	0	1
Cashier - CC	CCC 2	\$29,323	\$46,880	2	0	2
Chief Deputy Circuit Court	CCC 9	\$68,817	\$121,118	1	0	1
Clerk of the Circuit Court	CCC 10	\$87,546	\$139,197	1	0	1
Comptroller - CC	CCC 8	\$59,540	\$95,182	1	0	1
Deputy Clerk I - CC	CCC 1	\$25,917	\$41,431	12	0	12
Deputy Clerk II - CC	CCC 2	\$29,323	\$46,880	12	0	12
Deputy Clerk III - CC	CCC 3	\$31,698	\$50,672	5	0	5
In Court Clerk - CC	CCC 4	\$35,455	\$56,678	6	0	6
Supervising Deputy Clerk - CC	CCC 7	\$55,800	\$89,206	3	0	3
Total				49	0	49

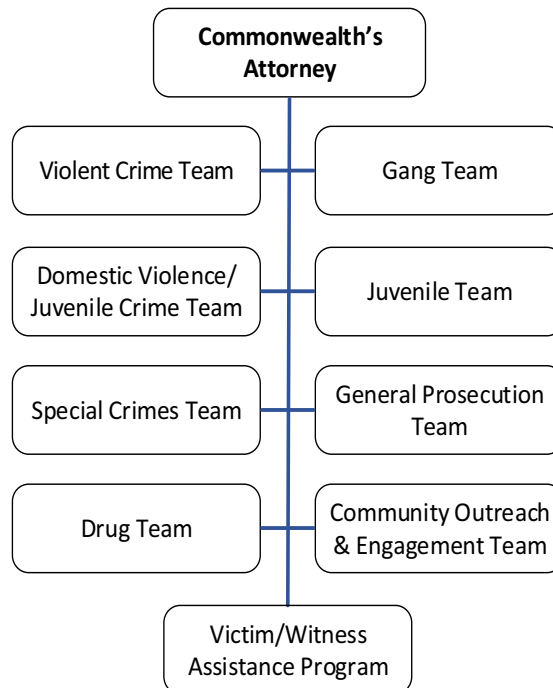
COMMONWEALTH'S ATTORNEY

MISSION STATEMENT

The Norfolk Commonwealth's Attorney vigorously pursues justice on behalf of all who live, work, and play in the City of Norfolk and the Commonwealth of Virginia to enhance their safety and quality of life through the efficient, effective, and ethical prosecution of defendants and comprehensive representation of crime victims and witnesses.

DEPARTMENT OVERVIEW

The duties and responsibilities required by state law are led by the Commonwealth's Attorney and are supported by prosecutors, paralegals, legal secretaries, victim/witness advocates, and other professionals. The Commonwealth's Attorney utilizes a team approach for the organization. All staff are assigned to one of eight prosecution teams: Community Outreach and Engagement Team, Drug Team, Gang Team, General Prosecution Team, Juvenile Team, Domestic Violence/Juvenile Violent Crime Team, Special Crimes Team, and Violent Crime Team. The Victim/Witness Assistance Program employs advocates to serve as liaisons between prosecutors, victims, and witnesses in cases, to assist victims with compensation forms and referrals to community services, and to promote awareness of victims' rights in the community.



PERFORMANCE MEASURES

Goal

Provide a safe environment for residents, workers, and visitors through the efficient, effective, and ethical prosecution of defendants and comprehensive representation of crime victims and witnesses

Objective

Ensure appropriate financial reimbursement is provided to residents who have been victimized by crime and who have applied and been awarded funds through the Virginia Criminal Injuries Compensation Fund (CICF)

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Total compensation awarded to victims who received reimbursement from CICF	160,297	107,594	75,000	75,000	0

Objective

Operate the Community Collaboration Center (CCC) to evaluate and integrate specialized resources into the daily prosecution of criminal cases to prevent recidivism

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of defendants participating in Drug Court	45	48	73	73	0
Number of defendants participating in Mental Health docket	20	14	53	53	0
Number of new participants in the Offender Re-Entry docket	12	3	35	35	0

Goal

Enhance the efficiency of programs and services

Objective

Integrate and streamline technology and office practices to create a paperless environment, while keeping with the advancements of local, state, and federal courts

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of legal documents filed electronically with various courts	14	30	10	10	0
Percent of documents used electronically with defense attorneys regarding criminal cases	95	95	95	95	0

Goal					
Increase lifelong learning access					
Objective					
Operate the Virginia Rules Educational Program to teach youth in Norfolk's public and private schools about Virginia laws and help them develop skills needed to make sound decisions					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of youth who complete the Virginia Rules program	3,468	3,364	672	3,300	2,628
Number of volunteers qualified to teach Virginia Rules Program	10	16	29	29	0
Objective					
Host law school students as legal interns and criminal justice or social work college majors as victim/witness advocate interns to encourage interest in a career in public service while providing project support to employees					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of legal interns	10	9	15	15	0
Objective					
Conduct a monthly, in-house continuing legal education program for prosecutors to ensure they are operating with the most accurate information and resources available during the daily course of business					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of scheduled in-house training meetings (two scheduled per month)	24	24	24	24	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$5,061,176	\$5,053,529	\$5,301,859	\$5,582,888
Materials, Supplies and Repairs	\$256,170	\$254,464	\$258,500	\$71,715
Contractual Services	\$79,601	\$83,222	\$91,955	\$50,915
Equipment	\$23,577	\$26,453	\$27,789	\$27,789
Total	\$5,420,524	\$5,417,668	\$5,680,103	\$5,733,307

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$961,082	Asset Forfeiture	17
		Department of Criminal Justice Victim/Witness Assistance	
		Domestic Violence Victim Fund - Advocate Grant	
		Victim Witness Advocate	
		Victim Witness Domestic Violence Prosecution	
		Violence Against Women Prosecutor Grant	
		VSTOP Prosecution Training	

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$48,976 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Support enhanced fraud prosecution services** **FY 2019 \$92,484 FTE: 1**

Technical adjustment to update department costs for personnel services, including funding to reflect the state compensation board's agreement with the Virginia State Police to fund a Fraud Prosecutor Attorney III position for FY 2018 and FY 2019.

• **Centralize information technology expenditures** **FY 2019 (\$228,240) FTE: 0**

Technical adjustment to transfer information technology (IT) expenditures from Commonwealth's Attorney to the Department of Information Technology. This funding was allocated to departments receiving state reimbursement for IT expenses. The state no longer reimburses these expenses. A corresponding adjustment can be found in the Department of Information Technology.

• **Adjust costs for Fleet expenditures** **FY 2019 \$415 FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$51,946 FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Adjust required contribution to the city's retirement system** **FY 2019 \$32,886 FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Update personnel expenditures** **FY 2019 \$54,737 FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment; and updated Virginia Retirement Systems expenses as a result of a change in the contribution rate from 9.15 percent to 9.42 percent. These are routine actions that occur at the beginning of the budget cycle.

Commonwealth's Attorney

Total: \$53,204 FTE: 1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Assistant Commonwealth's Attorney I	CWA 9	\$58,610	\$93,191	7	0	7
Assistant Commonwealth's Attorney II	CWA 10	\$65,528	\$104,187	10	0	10
Assistant Commonwealth's Attorney III	CWA 11	\$74,618	\$118,643	8	1	9
Chief Deputy Commonwealth's Attorney	CWA 13	\$97,430	\$154,914	1	0	1
Commonwealth's Attorney	CWA 14	\$137,379	\$218,433	1	0	1
Deputy Commonwealth's Attorney	CWA 12	\$87,545	\$139,198	5	0	5
Executive Secretary / Assistant - CWA	CWA 7	\$46,145	\$73,762	2	0	2
Legal Administrator - CWA	CWA 8	\$52,477	\$83,962	3	0	3
Legal Assistant - CWA	CWA 6	\$40,509	\$64,756	1	0	1
Legal Secretary I - CWA	CWA 2	\$29,392	\$46,987	7	-1	6
Legal Secretary II - CWA	CWA 4	\$35,454	\$56,158	5	0	5

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Paralegal - CWA	CWA 4	\$35,454	\$56,158	8	0	8
Public Information Specialist II	1 11	\$40,805	\$66,586	0	1	1
Victim / Witness Program Director	CWA 6	\$40,509	\$64,756	1	0	1
Total				59	1	60

SHERIFF AND JAIL

MISSION STATEMENT

The Norfolk Sheriff's Office is a value-driven organization committed to public safety, public service, and public trust. This includes providing an environment of life, health, safety, and security.

The Norfolk Sheriff's Office core values are unconditional:

- Integrity in all things
- Respect at all times
- Duty without prejudice
- Pride without ego
- Team before self

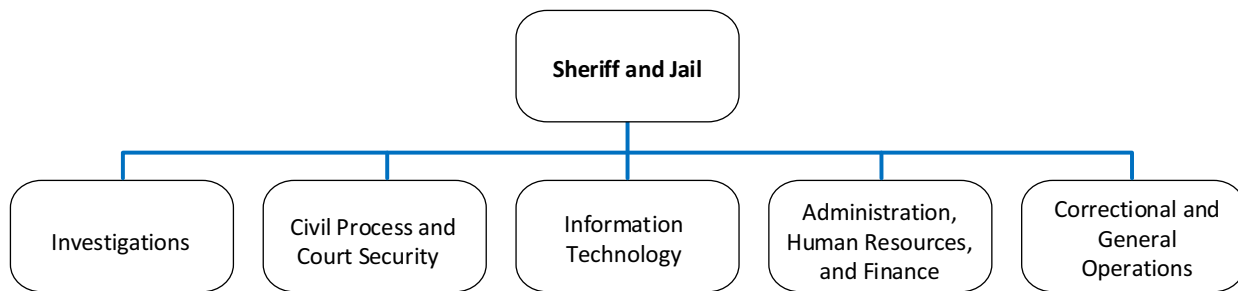
DEPARTMENT OVERVIEW

The Norfolk Sheriff's Office is required by the Virginia Constitution to operate in three capacities: maintain a safe and secure jail facility; ensure public safety in the Norfolk court system; and execute various types of civil processes. In addition, the Norfolk Sheriff's Office provides services and programs to incarcerated offenders with the intent to reduce recidivism. The Norfolk Sheriff's Office also provides residents with community and crime prevention programs.

Civil Process and Court Security: The purpose of civil process is to provide timely notice to a person or legal entity of pending legal action in which they may be involved, including civil subpoenas and warrants, writs, and eviction notices. Court security is provided to all three Norfolk court systems.

Community Corrections: The Inmate Workforce and Work Release Programs provide an opportunity for qualified inmates to receive credit for fines and court costs, receive job training, earn early release credit, secure paid employment and be considered for home electronic monitoring. These programs also help reduce jail overcrowding and introduce a work ethic to young inmates. The Weekender Work Program allows inmates to provide community service during weekend days as an alternative to serving consecutive days in jail, allowing them to maintain gainful employment.

Community Affairs: The Norfolk Sheriff's Office works within the community by offering programs and services to the residents of Norfolk.



PERFORMANCE MEASURES

Goal

Diversify and strengthen Norfolk's economic base

Objective

Eliminate barriers to employment

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of graduates from jail programming (GED, Life Skills, Reentry, and Cognitive Behavior training)	410	302	475	475	0

Goal

Achieve a reputation internally and externally as a well-managed government

Objective

Reduce jail overcrowding while providing community service and manpower savings to the city through the Inmate Work Force and Work Release Programs, the Weekender Work Program, and the Global Positioning System Electronic Monitoring Program

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of eligible inmates participating in jail programs	23	22	30	30	0
Number of bed-nights in jail cells made available for more serious offenders by use of electronic monitoring for eligible offenders	7,706	7,199	12,000	12,000	0
Total dollar value to the city of work performed through the Sheriff's Inmate Workforce and jail costs savings from Electronic Monitoring Program	1,843,532	1,868,776	1,950,000	1,950,000	0
Total number of labor hours provided by Sheriff's Inmate Workforce to perform city services	99,539	94,504	200,000	200,000	0

Goal					
Achieve a well-trained, qualified community workforce					
Objective					
Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of offenders placed in paying jobs within the business community	198	142	200	200	0
Total number of vocational training hours for offenders	99,539	94,504	200,000	200,000	0
Number of city landscaping sites maintained by inmate work crews in partnership with Recreation, Parks, and Open Space	216	220	216	216	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$25,124,717	\$24,738,163	\$26,940,701	\$26,626,893
Materials, Supplies and Repairs	\$6,946,677	\$6,827,931	\$7,995,192	\$6,886,174
Contractual Services	\$562,430	\$532,672	\$499,584	\$455,000
Equipment	\$455,517	\$617,273	\$385,258	\$497,500
Department Specific Appropriation	\$5,764,860	\$5,844,960	\$5,935,834	\$0
Total	\$38,854,201	\$38,560,999	\$41,756,569	\$34,465,567

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$1,177,826	Addiction and Recovery Program	15
		Inmate Commissary Account	
		Sheriff's Community Correction Program - Work Release	
		State Criminal Alien Assistance Program	
		U.S. Marshal Service	

ADOPTED FY 2019 BUDGET ACTIONS

- **Provide funds for citywide compensation increase** **FY 2019 \$36,172** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- **Redesign compensation plan for sworn Sheriff's deputies** **FY 2019 \$407,309** **FTE: 0**

Redesign sworn compensation plan for Sheriff's deputies to enhance recruitment and retention efforts and address salary compression within the department. The four-year plan brings Norfolk in line with regional market wages and increases salaries by two to 10 percent beginning in FY 2019. The plan also includes a tenure-based pay adjustment based on years of service with the Norfolk Sheriff's Office to help alleviate salary compression. All actions are effective January 2019.

- **Remove one-time funds for bonus for sworn Sheriff employees** **FY 2019 (\$329,409)** **FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2018 for a compensation bonus for sworn Sheriff employees, effective July 2017. Sworn employees with at least one year of employment were eligible to receive the bonus. Eligible employees with less than five years of employment received a \$500 bonus, employees with five to nine years of employment received a \$1,000 bonus, and employees with ten years or more of employment received a \$1,500 bonus.

- **Transfer budget for Hampton Roads Regional Jail** **FY 2019 (\$5,935,834)** **FTE: 0**

Technical adjustment to transfer the budget for the Hampton Roads Regional Jail (HRRJ) to Outside Agencies. Hampton Roads Regional Jail Authority maintains and operates the jail, which was formed in 1993 as a regional solution to address local jail overcrowding in Chesapeake, Hampton, Newport News, Norfolk, and Portsmouth. Norfolk pays a per diem rate per inmate housed at HRRJ, with an agreement in place to provide and pay for a minimum of 250 inmates. A corresponding adjustment can be found in Outside Agencies.

- **Centralize information technology expenditures** **FY 2019 (\$1,041,462)** **FTE: 0**

Technical adjustment to transfer information technology (IT) expenditures from Sheriff to the Department of Information Technology. This funding was allocated to departments receiving state reimbursement for IT expenses. The state no longer reimburses these expenses. A corresponding adjustment can be found in the Department of Information Technology.

- **Fund maintenance and support for jail security system** **FY 2019 \$3,300** **FTE: 0**

Technical adjustment to provide funds for jail security system maintenance and support. The annual maintenance and support costs for the door controller, camera, and recording system in the jail will increase by \$3,300, from \$138,527 to \$141,827 in FY 2019.

<ul style="list-style-type: none"> • Align personnel expenditures <p>Align personnel expenditures to more accurately represent department costs for personnel services. These funds will be reinvested in the department over the next four years to fund improvements to the compensation plan.</p>	<p>FY 2019 (\$800,000) FTE: 0</p>
<ul style="list-style-type: none"> • Adjust costs for Fleet expenditures <p>Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.</p>	<p>FY 2019 (\$3,198) FTE: 0</p>
<ul style="list-style-type: none"> • Annualize Phase IV of ARMD Compensation Strategy <p>Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.</p>	<p>FY 2019 \$249,271 FTE: 0</p>
<ul style="list-style-type: none"> • Adjust required contribution to the city's retirement system <p>Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.</p>	<p>FY 2019 (\$14,620) FTE: 0</p>
<ul style="list-style-type: none"> • Update personnel expenditures <p>Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment; and updated Virginia Retirement Systems expenses as a result of a change in the contribution rate from 9.15 percent to 9.42 percent. These are routine actions that occur at the beginning of the budget cycle.</p>	<p>FY 2019 \$137,469 FTE: 0</p>
<p>Sheriff and Jail</p>	<p>Total: (\$7,291,002) FTE: 0</p>

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Assistant Inmate Classification Manager	SHC 11	\$42,998	\$68,351	4	0	4
Assistant Procurement Specialist	SHC 9	\$36,420	\$57,895	2	1	3
Corrections Director	SHC 16	\$53,808	\$85,538	4	0	4
Deputy Sheriff	SHF 2	\$33,637	\$52,827	232.8	6.3	239
Deputy Sheriff (Captain)	SHF 6	\$51,580	\$81,351	12	-3	9
Deputy Sheriff (Colonel)	SHF 9	\$65,529	\$103,525	1	0	1
Deputy Sheriff (Corporal)	SHF 3	\$36,974	\$58,130	34	2	36
Deputy Sheriff (Lieutenant Colonel)	SHF 8	\$62,461	\$98,647	4	-1	3
Deputy Sheriff (Lieutenant)	SHF 5	\$44,707	\$70,422	18	-4	14
Deputy Sheriff (Major)	SHF 7	\$54,105	\$85,370	7	-1	6
Deputy Sheriff (Master)	SHF 2	\$33,637	\$52,827	42	10	52
Deputy Sheriff (Sergeant)	SHF 4	\$42,630	\$67,121	17	5	22
Education Program Manager	SHC 11	\$42,998	\$68,351	1	2	3
Education Programs Specialist	SHC 10	\$39,001	\$61,997	2	1	3
Electronic Surveillance Supervisor	SHC 7	\$33,691	\$53,555	2	0	2
Grievance Coordinator	SHC 10	\$39,001	\$61,997	1	-1	0
Human Resources & Budget Director	SHC 14	\$49,775	\$79,127	1	0	1
Information Technology Systems Director	SHC 17	\$60,141	\$96,143	2	0	2
Inmate Classification Manager	SHC 13	\$47,406	\$75,358	2	-1	1
Inmate Classification Specialist	SHC 10	\$39,001	\$61,997	10	0	10
Inmate Rehabilitation Coordinator	SHC 12	\$44,880	\$71,910	4	-2	2
Microcomputer Systems Analyst - SC	SHC 8	\$35,375	\$56,233	4	-1	3
Payroll & Benefits Coordinator	SHC 8	\$35,375	\$56,233	1	1	2
Procurement Specialist - SC	SHC 10	\$39,001	\$61,997	3	-1	2
Public Affairs Officer	SHC 11	\$42,998	\$68,351	2	0	2
Records Clerk	SHC 2	\$25,140	\$39,964	1	-1	0
Secretary I	SHC 3	\$27,717	\$44,060	3	0	3
Secretary II	SHC 5	\$30,558	\$48,575	28.3	-12.3	16
Secretary to the Sheriff	SHC 6	\$32,086	\$51,005	1	0	1
Sheriff	SHC 18	\$87,546	\$139,197	1	0	1
Total				447	0	447

Judicial



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GENERAL DISTRICT COURT

MISSION STATEMENT

The General District Court adjudicates all matters within its purview concerning the residents of Norfolk uniformly by judge without regard to personal considerations in an efficient and professional manner.

DEPARTMENT OVERVIEW

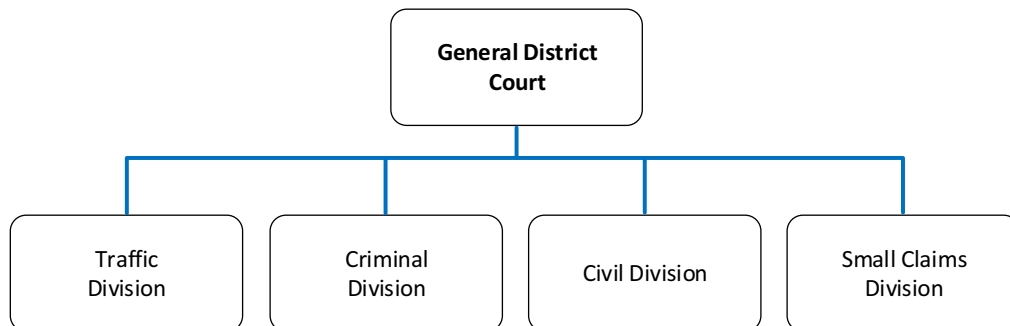
The Norfolk General District Court has four divisions: Criminal, Civil, Small Claims, and Traffic.

Criminal Division: Implements state law and city ordinances (except traffic-related cases) holds preliminary hearings in felony cases, and conducts trials in misdemeanor cases and health and housing code violations. Mental health hearings are also heard under this division.

Civil Division: Hears cases not exceeding \$25,000. Other cases include claims to specific personal property or any debt, fine or other money, damages for breach of contract, or for injury to a person.

Traffic Division: Processes motor vehicle related cases under state law and city ordinances; holds preliminary hearings in felony cases; and conducts trials for misdemeanors, traffic infractions and parking violations.

Small Claims Division: Hears civil cases in which the plaintiff is seeking a monetary judgment or personal property recovery claim up to \$5,000.



EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$0	\$0	\$0	\$15,425
Materials, Supplies and Repairs	\$35,866	\$22,969	\$28,901	\$33,751
Contractual Services	\$132,703	\$138,082	\$237,841	\$226,010
Equipment	\$269	\$5,808	\$1,000	\$1,000
Total	\$168,838	\$166,859	\$267,742	\$276,186

ADOPTED FY 2019 BUDGET ACTIONS

- **Adjust required contribution to the city's retirement system**

FY 2019 \$15,425 FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll. The department has one state employee that elected to remain in NERS rather than transition to the Virginia Retirement System (VRS).

- **Adjust court cost and damage claims**

FY 2019 (\$6,981) FTE: 0

Reduce funds for court appointed attorneys, as a result of a lower case load and the increased tendency of the Public Defender's Office to handle remaining cases.

General District Court

Total: \$8,444 FTE: 0

JUVENILE AND DOMESTIC RELATIONS COURT

MISSION STATEMENT

The mission of the Norfolk Juvenile and Domestic Relations Court is to administer justice with equality and integrity, to resolve matters before the court in a timely manner with highly trained and motivated staff, and to provide courteous and prompt service in a manner that inspires public trust and confidence.

DEPARTMENT OVERVIEW

The Juvenile and Domestic Relations District Court has exclusive jurisdiction over individuals under the age of eighteen; such cases are referred to as delinquency cases. The Juvenile and Domestic Relations District Court has jurisdiction of all misdemeanor offenses committed by one family or household member against another. The primary responsibilities of the Chief Judge of the Norfolk Juvenile and Domestic Relations Court include court administration, as well as presiding over cases set before the court.

PERFORMANCE MEASURES

Goal

Provide a safe environment for residents, workers, and visitors

Objective

Provide court services for juvenile and domestic relations cases

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of new cases heard	17,862	17,186	28,000	28,000	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Materials, Supplies and Repairs	\$30,738	\$19,383	\$30,074	\$30,074
Contractual Services	\$29,462	\$24,306	\$33,781	\$33,781
Equipment	\$16,874	\$9,344	\$15,938	\$15,938
Total	\$77,074	\$53,033	\$79,793	\$79,793

*No adopted budget actions for FY 2019.

CIRCUIT COURT JUDGES

MISSION STATEMENT

The Circuit Court Judges ensure that all of the residents of Norfolk and others who are affected by judicial processes are provided with an independent, accessible, and responsible forum for the just resolution of disputes and to preserve the rule of law while protecting residents' rights and liberties.

DEPARTMENT OVERVIEW

Circuit Court Judges ensure that all persons who appear before the court are provided with an independent, accessible, and responsible forum for the just resolution of disputes, the rule of law is preserved, and the rights and liberties guaranteed by the United States and Virginia constitutions are protected. Adopting problem solving court strategies in conjunction with other criminal justice system partners, the Circuit Court has established Mental Health Court, Drug Court, and Reentry Court dockets with veterans and co-occurring tracks. These are specialized dockets for the assessment and treatment of nonviolent offenders. A high volume of felony and civil cases are heard by the Circuit Court of Norfolk Judges, which makes the Fourth Circuit one of the largest and busiest courts in the Commonwealth of Virginia.

PERFORMANCE MEASURES

Goal					
Provide a safe environment for residents, workers, and visitors					
Objective					
Preserve the rule of law and protect the rights and liberties guaranteed by the United States and Virginia Constitutions. Ensure that residents who appear before the court are provided a forum for the just resolution of disputes					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of cases heard	24,896	23,657	21,300	21,300	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$624,757	\$711,851	\$712,233	\$737,307
Materials, Supplies and Repairs	\$9,023	\$10,437	\$3,538	\$42,790
Contractual Services	\$3,855	\$5,255	\$5,512	\$5,512
Equipment	\$2,043	\$1,217	\$2,037	\$2,037
Department Specific Appropriation	\$78,500	\$78,500	\$78,500	\$78,500
Total	\$718,178	\$807,260	\$801,820	\$866,146

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$383,500	Adult Drug Treatment Court	5
		Vivitrol Drug Treatment Grant	

ADOPTED FY 2019 BUDGET ACTIONS

- **Provide funds for citywide compensation increase** **FY 2019 \$6,452 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- **Provide funds for technology service contract** **FY 2019 \$39,252 FTE: 0**

Technical adjustment to provide funds for a three-year contract for courthouse software maintenance. The courthouse plans to update the existing audio visual software in FY 2019. The contract cost will cover maintenance of the new software for the next three years.

- **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$6,420 FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system** **FY 2019 \$2,994 FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 \$9,208 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Circuit Court Judges

Total: \$64,326 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Legal Assistant	1 11	\$40,805	\$66,586	1	0	1
Legal Secretary II	1 9	\$34,445	\$56,161	3	0	3
Management Services Administrator	1 18	\$68,697	\$112,020	1	0	1
Total				5	0	5

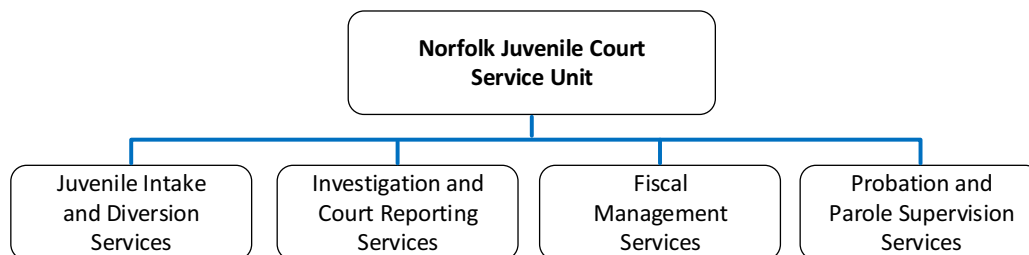
NORFOLK JUVENILE COURT SERVICE UNIT

MISSION STATEMENT

The mission of the Department of Juvenile Justice (DJJ) is to protect the public by preparing court involved youth to be successful residents. Norfolk Juvenile Court Service Unit's mission which expands upon the DJJ mission, is to protect the public through a balanced approach of accountability and comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement, and others while providing opportunities for delinquent youth to become responsible and productive residents.

DEPARTMENT OVERVIEW

The Norfolk Juvenile Court Service Unit is the local community programs entity within the Virginia DJJ. The community programs section of the Division of Operations is responsible for providing a continuum of community-based services to juvenile offenders and their families. The department is also responsible for developing and implementing a continuum of services that respond to the unique needs of the city's juvenile justice community. The Norfolk Juvenile Court Service Unit provides juvenile intake, diversion, investigations and court reports, and probation and parole supervision. While providing an array of services, community-based collaborations and referral linkages are recognized through partnerships with state and local agencies, as well as private sector service providers.



PERFORMANCE MEASURES

Goal

Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families through the provision of an array of programs and services

Objective

Divert from Department of Juvenile Justice those youth who are more appropriately served by other partners

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of all intakes diverted from court	19	20	20	20	0

Goal					
Develop, recruit and retain talented and engaged employees to meet current and future workplace needs					
Objective					
Provide adequate and appropriate training to equip staff to deal with the demands of working with a challenging population					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of probation and parole staff trained in evidence based programming	100	100	90	90	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Materials, Supplies and Repairs	\$7,890	\$8,640	\$8,355	\$8,355
Contractual Services	\$147,512	\$139,571	\$158,522	\$151,125
Equipment	\$94	\$100	\$373	\$373
Total	\$155,496	\$148,311	\$167,250	\$159,853

ADOPTED FY 2019 BUDGET ACTIONS

<ul style="list-style-type: none"> Reduce contractual expenses 	FY 2019 (\$8,000)	FTE: 0
Reduce contractual expenses related to matching grant funds. The city allocated \$8,000 in matching funds for the Edward Byrne JAG grant to Norfolk Court Juvenile Services Unit. The grant program ended December 2016. As a result, grant match funds are no longer required.		
<ul style="list-style-type: none"> Fund rent increase at Little Creek and JANAF facilities 	FY 2019 \$603	FTE: 0
Technical adjustment to provide funds for lease payments due to a contractual rent increase. FY 2019 projected rent costs will increase by \$603 from \$118,492 to \$119,095.		
Norfolk Juvenile Court Service Unit	Total: (\$7,397)	FTE: 0

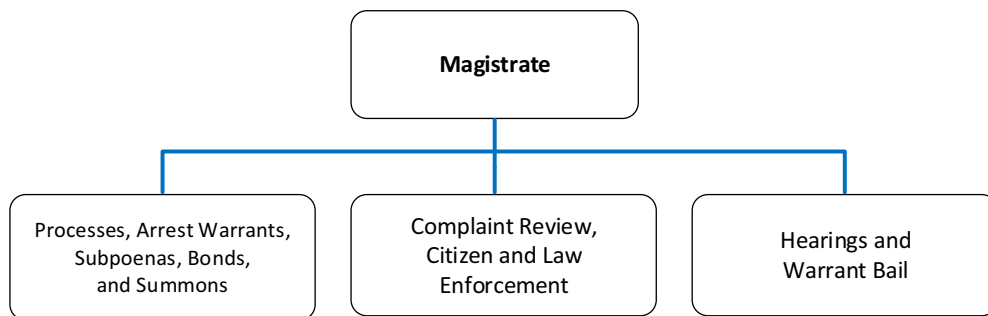
MAGISTRATE

MISSION STATEMENT

The Office of the Magistrate for the City of Norfolk is dedicated to providing accessible, independent, and unbiased Judicial services to the residents of Norfolk.

DEPARTMENT OVERVIEW

The Office of the Magistrate is open 24 hours a day, seven days a week. To remain accessible while providing the residents of Norfolk with quality and cost-efficient services, the Magistrate's Office currently maintains two locations. The primary office of the Magistrate is located in the Public Safety Building, with a secondary site located at the Norfolk Police Department's Operation Center on Virginia Beach Boulevard. The Magistrate's Office also maintains a video-conferencing system at the Norfolk Police Department's Second Precinct on North Military Highway, providing a convenient hearing location for residents and law-enforcement officers. Magistrates conduct judicial hearings, determining if probable cause exists for the issuance of felony and misdemeanor criminal warrants, search warrants, and mental health orders. Magistrates are also responsible for conducting bail determination hearings to determine what, if any, bond and conditions should be granted to an individual charged with a crime. Regardless of the situation, magistrates are always accessible to hear the complaints and concerns of the residents of Norfolk.



EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$5,949	\$7,932	\$7,932	\$7,932
Materials, Supplies and Repairs	\$1,986	\$1,610	\$2,224	\$2,224
Contractual Services	\$1,272	\$1,503	\$1,282	\$1,282
Total	\$9,207	\$11,045	\$11,438	\$11,438

* The City of Norfolk provides a personnel supplement for the Office of the Magistrate. As employees retire or leave, per Code of Virginia, the city is no longer required to provide this support.

*No adopted budget actions for FY 2019.

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Elections



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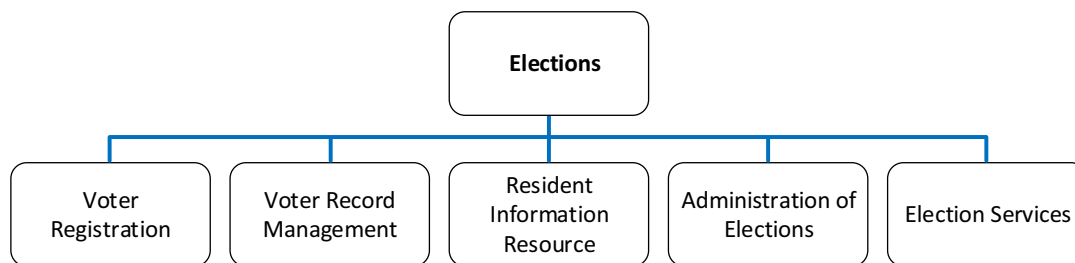
ELECTIONS

MISSION STATEMENT

The Office of Elections is responsible for protecting the integrity of the electoral process in the City of Norfolk through the maintenance of accurate voter records and the efficient administration of elections in accordance with state and federal election laws. The office is committed to being an information resource for the city and residents of Norfolk regarding elected officials, voter registration, and election services.

DEPARTMENT OVERVIEW

The Office of Elections provides voter registration services, maintains the records of over 115,000 registered voters, coordinates voter registration activities and voter education programs, supervises over 900 Officers of Election, oversees candidate filing procedures, and audits campaign finance reports. Additionally, the office administers general, primary, special elections, and recounts on behalf of the Norfolk Electoral Board.



PERFORMANCE MEASURES

Goal

Achieve a reputation internally and externally as a well-managed government

Objective

Maintain accurate voter registration records

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of transactions initiated by voter request processed	72,098	128,482	100,000	100,000	0
Number of elections administered in accordance with state and federal laws	4	4	2	2	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$506,522	\$519,590	\$542,111	\$554,644
Materials, Supplies and Repairs	\$49,770	\$49,234	\$76,305	\$76,305
Contractual Services	\$276,314	\$264,503	\$243,882	\$362,522
Total	\$832,606	\$833,327	\$862,298	\$993,471

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$3,816 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Support increase for Officers of Election** **FY 2019 \$38,640 FTE: 0**

Increase support for Officers of Election compensation. Officers of Election volunteer to serve the city at polling locations on Election Day.

• **Provide funds for voting ballots** **FY 2019 \$80,000 FTE: 0**

Provide funds to support the General Election of United States Senate and House of Representatives and the Virginia Senate and House of Delegates Primary Election. The state decertified the city's electronic touchscreen voting equipment September 8, 2017 and mandated the conversion to optical scan counters with paper voting ballots. For elections, the department must purchase ballots for each election for registered voters who vote absentee or on election day.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$3,744 FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Adjust required contribution to the city's retirement system** **FY 2019 \$7,847 FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 (\$2,874) FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Elections

Total: \$131,173 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Deputy Registrar / Elections Administrator	1 15	\$56,314	\$92,075	1	0	1
Director of Elections	1 22	\$85,068	\$143,055	1	0	1
Election Assistant I	1 5	\$25,179	\$41,096	1	0	1
Election Assistant II	1 6	\$27,438	\$44,737	1	0	1
Election Assistant III	1 7	\$29,391	\$47,962	1	0	1
Election Assistant IV	1 9	\$34,445	\$56,161	1	0	1
Total				6	0	6

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General Management



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INFORMATION TECHNOLOGY

MISSION STATEMENT

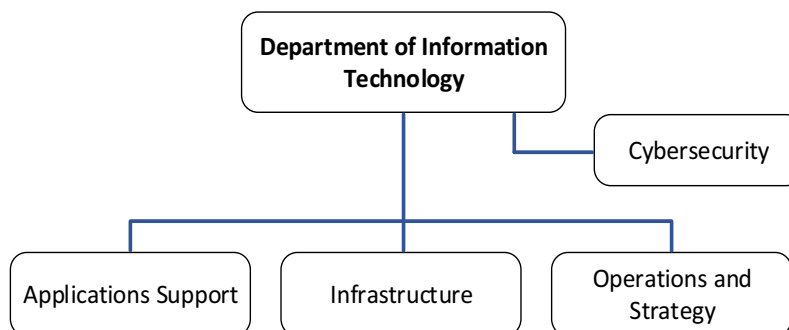
The Department of Information Technology provides the support framework for customer-focused services that lead to a well-managed government and engaged residents. It strives to be an innovative and trusted partner in delivering communications and technology solutions that improve employee productivity and service delivery, engage our residents, and promote business growth and educational opportunities.

DEPARTMENT OVERVIEW

The Department of Information Technology serves two primary functions. The first function, an essential driver of the city's well-managed government initiative, is to continually improve the delivery of city services through technology. The second function is to build and promote an engaged community. This is accomplished by delivering effective technology services that connect residents to their city government and encourage resilience.

The Department of Information Technology is structured into bureaus. Each bureau has specific goals that enable the department as a whole to meet the two primary functions.

- The Bureau of Infrastructure and Security is responsible for selecting, installing, and supporting desktop and mobile computing devices; designing, installing, and supporting network, telecommunications, servers, and storage infrastructure.
- The Bureau of Operations and Strategy manages assets (computers, phones, etc.) and licenses, business continuity services, communications and technology planning, mobile devices, and radios.
- The Bureau of Applications Development provides development, integration, and support of both business applications for city departments and avenues of public access to information and data.
- Cybersecurity staff report directly to the CIO and are responsible for developing and enforcing cybersecurity policies and standards to protect city data and technology resources.



PERFORMANCE MEASURES

Goal

Increase access to city services, products, and information for both internal departments and external entities/residents

Objective

Optimize use of products and services to enhance the capacity of city staff

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of city staff indicating they are either satisfied or very satisfied with Information Technology products and services (New measure in FY 2017)	0	97	80	80	0

Goal

Increase access to city services, products, and information for both internal departments and external entities/residents

Objective

Connect residents and businesses to training, programs, services, and resources to improve individual and community growth and sustainability

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of Norfolk residents with broadband access (New measure in FY 2017)	0	79	65	65	0
Number of unique users of open data applications (New measure in FY 2017)	0	84,767	92,000	92,000	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$8,894,069	\$8,756,222	\$8,251,160	\$7,999,636
Materials, Supplies and Repairs	(\$1,261,548)	\$198,609	(\$46,698)	\$1,320,085
Contractual Services	\$4,795,558	\$4,284,330	\$3,485,840	\$5,908,904
Equipment	\$25,595	\$0	\$60,000	\$1,656,000
Total	\$12,453,674	\$13,239,161	\$11,750,302	\$16,884,625

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$34,180	NEXTEL Frequency Rebanding Agreement	0

ADOPTED FY 2019 BUDGET ACTIONS

- Provide funds for citywide compensation increase** **FY 2019 \$56,242** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- Provide funds for legislative management system** **FY 2019 \$70,560** **FTE: 0**

Provide funds for the purchase of a legislative management system. This system will digitize City Council votes and display results in real-time at Council meetings, streamline docket creation and management, and enable better tracking of boards and commissions.

- Refresh computer hardware citywide** **FY 2019 \$750,000** **FTE: 0**

Provide funds for the replacement of computers citywide. To meet industry standards, funds will be used to replace desktops and laptops that are at least five years old, ruggedized mobile devices that are at least four years old, and tablets that are at least three years old.

- Replace asset management and work order systems** **FY 2019 \$342,104** **FTE: 0**

Provide funds to replace the software system used to manage work orders and requests throughout various departments, schedule preventative maintenance for assets, control inventory of assets, plan and budget resources, and report on these systems. This system allows departments to track work needed throughout the city from the time a complaint is reported until the project is complete. The new system will be funded by the General Fund, the Water Utility Fund, the Waste Water Utility Fund, and the Storm Water Fund based on utilization for a total cost of \$496,800 in FY 2019.

- Support Microsoft Office software licensing** **FY 2019 \$900,000** **FTE: 0**

Provide funds for Microsoft licenses based on utilization. The city purchases licenses for the Microsoft Office Suite of programs on an annual basis. This expense was previously funded with short-term debt.

- **Support increased budget transparency**

Provide funds to support additional subscription maintenance fees for the city's main open data platform to provide a module that supports interactive charts and graphs to allow users to explore the budget, including how funds are allocated across government departments, programs, and capital improvement projects.

FY 2019 \$18,000 FTE: 0
- **Fund citywide telecommunications system replacement**

Provide funds to replace the city's telephone system backbone and integrate the voice and data networks to ensure continued reliability of communications equipment. Manufacturer support for the current system ended in August 2014, and this status risks the city's ability to maintain reliable communications in case of a critical equipment failure.

FY 2019 \$1,041,079 FTE: 0
- **Reduce funds for data storage system maintenance fees**

Technical adjustment to reflect maintenance contract savings associated with the replacement of the city's primary data storage system in FY 2018. This purchase included three years of maintenance costs for the new system. This adjustment reflects savings from discontinuing the maintenance contract for the existing data storage system.

FY 2019 (\$155,000) FTE: 0
- **Support public safety radio system upgrade**

Technical adjustment to provide funds for ongoing maintenance of recently upgraded public safety radio infrastructure for Police, Fire-Rescue, and 911 dispatchers.

FY 2019 \$327,200 FTE: 0
- **Support maintenance for citywide systems**

Technical adjustment to provide funds for annual contractual increases related to software applications utilized citywide. These funds are used for troubleshooting, upgrades, and licensing requirements.

FY 2019 \$270,587 FTE: 0
- **Centralize information technology expenditures**

Technical adjustment to transfer information technology (IT) expenditures from the offices of the Sheriff, Commissioner of the Revenue, City Treasurer, Clerk of the Circuit Court, and Commonwealth's Attorney to the Department of Information Technology. This funding was allocated to departments receiving state reimbursement for IT expenses. The state no longer reimburses these expenses. Corresponding adjustments can be found in these departments' budgets.

FY 2019 \$1,543,434 FTE: 0
- **Provide funds to complete payroll system upgrades**

Technical adjustment to provide funds needed to improve interoperability between software systems used for payroll and to eliminate the need for routine manual corrections.

FY 2019 \$300,000 FTE: 0
- **Support human resources management system maintenance**

Technical adjustment to provide funds for contractual maintenance and fees associated with the city's human resources management system software.

FY 2019 \$14,257 FTE: 0

<ul style="list-style-type: none"> • Provide funds for financial system contractual increases 	FY 2019 \$23,537	FTE: 0
Technical adjustment to provide funds for contractual amendments for maintenance and fees associated with the city's financial system software.		
<ul style="list-style-type: none"> • Remove one-time funds for electronic voting machines 	FY 2019 (\$60,000)	FTE: 0
Technical adjustment to remove one-time funds provided in FY 2018 for the purchase of electronic voting machines to be installed in City Council Chambers.		
<ul style="list-style-type: none"> • Realign department staffing 	FY 2019 (\$324,455)	FTE: -6
Reduce funds for personnel services based on projected utilization. The adjustment includes eliminating six vacant positions: one Senior Radio Communications Systems Analyst, two Programmer Analyst III, a Programmer Analyst V, a Senior Microcomputer Analyst, and a Network Engineer III. Eliminating these positions may result in slower IT response times for addressing issues and reduced ability to support other departments in task automation and application development.		
<ul style="list-style-type: none"> • Adjust costs for Fleet expenditures 	FY 2019 \$89	FTE: 0
Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.		
<ul style="list-style-type: none"> • Annualize Phase IV of ARMD Compensation Strategy 	FY 2019 \$63,385	FTE: 0
Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.		
<ul style="list-style-type: none"> • Adjust required contribution to the city's retirement system 	FY 2019 (\$48,826)	FTE: 0
Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.		
<ul style="list-style-type: none"> • Update personnel expenditures 	FY 2019 \$2,130	FTE: -2
Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.		
Information Technology	Total: \$5,134,323	FTE: -8

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Administrative Manager	1 15	\$56,314	\$92,075	0	1	1
Applications Analyst	1 14	\$52,020	\$86,041	1	0	1
Applications Development Team Supervisor	1 17	\$64,260	\$104,872	6	0	6
Assistant Director	1 21	\$80,963	\$134,732	1	0	1
Business Manager	1 13	\$47,823	\$77,978	1	-1	0
Chief Information Officer	1 25	\$102,209	\$172,706	1	0	1
Database Administrator	1 16	\$60,149	\$98,068	4	0	4
Geographic Information Systems Specialist II	1 12	\$44,339	\$72,308	1	0	1
Geographic Information Systems Team Supervisor	1 16	\$60,149	\$98,068	2	0	2
Information Technology Specialist	1 9	\$34,445	\$56,161	3	-1	2
Information Technology Telecommunications Analyst II	1 13	\$47,823	\$77,978	1	0	1
Information Technology Telecommunications Analyst III	1 16	\$60,149	\$98,068	1	0	1
Information Technology Training Coordinator	1 13	\$47,823	\$77,978	1	0	1
Management Analyst I	1 11	\$40,805	\$66,586	1	0	1
Management Services Administrator	1 18	\$68,697	\$112,020	1	0	1
Microcomputer Systems Analyst	1 13	\$47,823	\$77,978	1	0	1
Microcomputer Systems Analyst, Senior	1 14	\$52,020	\$86,041	5	0	5
Network Engineer I	1 10	\$37,337	\$60,884	1	-1	0
Network Engineer II	1 14	\$52,020	\$86,041	2	0	2
Network Engineer III	1 16	\$60,149	\$98,068	4	0	4
Network Engineer IV	1 18	\$68,697	\$112,020	3	0	3
Network Security Engineer	1 17	\$64,260	\$104,872	2	1	3
Programmer/Analyst III	1 13	\$47,823	\$77,978	9	-5	4
Programmer/Analyst IV	1 15	\$56,314	\$92,075	13	2	15
Programmer/Analyst V	1 16	\$60,149	\$98,068	10	-1	9
Project Manager	1 16	\$60,149	\$98,068	1	0	1
Radio Communications Systems Analyst, Senior	1 12	\$44,339	\$72,308	4	-1	3
Radio Communications Systems Supervisor	1 14	\$52,020	\$86,041	1	0	1
Radio Communications Systems Technician	1 8	\$31,804	\$51,864	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Services & Support Supervisor	1 16	\$60,149	\$98,068	2	0	2
Software Analyst	1 13	\$47,823	\$77,978	2	-1	1
Technology Manager	1 20	\$77,520	\$126,409	3	0	3
Webmaster	1 13	\$47,823	\$77,978	1	-1	0
Total				90	-8	82

FINANCE

MISSION STATEMENT

The Department of Finance ensures a strong financial foundation and fiscal integrity by exercising due diligence and control over the city's assets and resources and providing timely and accurate reporting that enables sound decision-making and execution of city initiatives through responsible stewardship of public assets.

DEPARTMENT OVERVIEW

The Department of Finance is a multi-faceted department comprised of the following bureaus:

Director's Office: Provides management direction and administrative oversight for the department, participates in the planning of major economic and financing initiatives, has oversight of a complex range of debt financing, and is responsible for safeguarding the fiscal integrity of the city through the development and implementation of sound financial policies and practices.

Financial Reporting: Manages the city's financial reporting, audit facilitation, capital asset record keeping, financial transaction oversight, and assist with financial reconciliation and regulatory compliance. Additionally, the bureau provides accounting services for the city, including the preparation of the Comprehensive Annual Financial Report (CAFR), Comparative Cost Report, and the Indirect Cost Allocation Plan.

Accounts Payable: Operates as the payment control center for goods and services procured by the city.

Accounts Receivable (Collections): Responsible for the collection of amounts owed to the city.

Retirement: Provides administration and management of Norfolk Employees' Retirement System (NERS), administrative services to the Systems' Board of Trustees, and customer service to the city's retirees and beneficiaries.

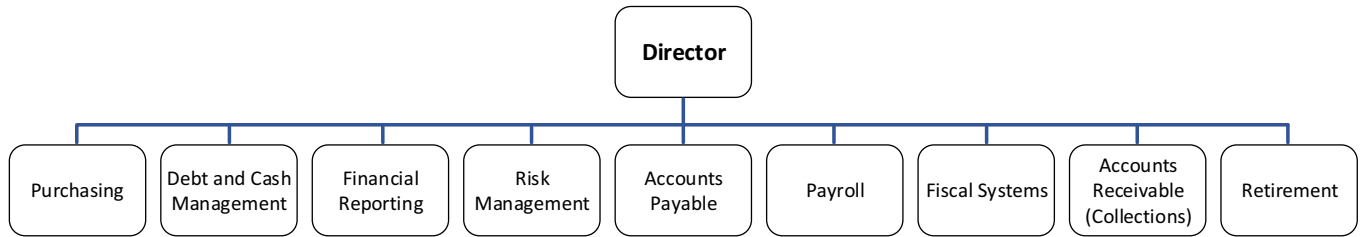
Purchasing: Provides purchasing and material management functions to support the city's needs.

Risk Management: Provides consultative and operational services for the city's self-insured liability risks, insurance policies and programs, FEMA Public Assistance Program coordination, and occupational safety programs.

Debt and Cash Management: Oversees the city's debt portfolio to ensure accountability, control, and judicious application of public resources. The bureau oversees the issuance of General Obligation and Revenue bonds to fund the cash flow needs of the city's capital projects and manages the cash and investments of the city.

Fiscal Systems: Administers the financial information systems functions of the city.

Payroll: Responsible for the accurate and timely payment of wages to employees.



PERFORMANCE MEASURES

Goal

Achieve a reputation internally and externally as a well-managed government

Objective

Promote strong financial management

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Maintain an unqualified audit opinion for the city's Comprehensive Annual Financial Report (CAFR)	Yes	Yes	Yes	Yes	N/A
Achieve Certification of Financial Reporting Excellence by Government Finance Officers Association (GFOA)	Yes	Yes	Yes	Yes	N/A
Maintain general obligation bond rating of Aa2/AA/AA+	Yes	Yes	Yes	Yes	N/A

Goal

Enhance the efficiency of programs and services

Objective

Integrate and streamline technology and business practices to improve service delivery

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of payments which are processed electronically	2	3	60	60	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$3,325,578	\$3,724,424	\$4,065,010	\$4,805,323
Materials, Supplies and Repairs	\$70,548	\$65,515	\$68,159	\$68,159
Contractual Services	\$850,959	\$1,129,085	\$796,864	\$877,936
Equipment	\$24,234	\$19,176	\$1,600	\$1,600
Total	\$4,271,319	\$4,938,200	\$4,931,633	\$5,753,018

ADOPTED FY 2019 BUDGET ACTIONS

- **Provide funds for citywide compensation increase** **FY 2019 \$32,487** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- **Enhance procurement operations citywide** **FY 2019 \$130,752** **FTE: 1**

Provide funds for a Chief Procurement Officer (CPO) position for the city's Purchasing Division. This position will provide leadership on enhancing strategic procurement throughout the city. The CPO will be responsible for the development of a plan to effectively leverage the city's spending, identify cost savings, and employ long-range operational policies and procedures that align with industry best practices, encourage innovation, increase transparency, and reduce the time to contract with the city.

- **Provide funds for CAFR software** **FY 2019 \$10,200** **FTE: 0**

Technical adjustment to provide funding for the annual maintenance and support for software used in the preparation of the city's Comprehensive Annual Financial Report (CAFR). This request supports existing licenses, ongoing software upgrades, and maintenance of the software.

- **Increase support for external audit contract** **FY 2019 \$44,572** **FTE: 0**

Technical adjustment to provide additional funding for the external audit of city financial statements. The city will be reimbursed for the expenses related to the retirement portion by the Norfolk Employees' Retirement System.

- **Provide funds to outsource select payroll functions** **FY 2019 \$26,300** **FTE: 0**

Technical adjustment to provide funds to outsource select payroll administration functions. This request supports outsourcing employment tax reporting, W-2 administration, and wage garnishments.

- **Restructure organizational staffing** **FY 2019 (\$120,890)** **FTE: -1**

Eliminate Special Assistant position. The elimination of this position is part of a reorganization within the department. Funds will be redirected to improve payroll and procurement processes.

- **Enhance payroll operations citywide** **FY 2019 \$88,922** **FTE: 0**

Provide one-time funds for two special project Payroll Specialist positions in FY 2019 to enhance payroll operations. Currently, payroll is managed collectively through the Departments of Human Resources, Finance, and Information Technology. This action centralizes key payroll processes within the Department of Finance, in an effort to increase productivity and enhance the effective utilization of resources. This also provides a single point of contact for payroll-related business needs for city employees.

- **Annualize Phase IV of ARMD Compensation Strategy**

FY 2019 \$30,071 FTE: 0

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system**

FY 2019 \$53,561 FTE: 0

Adjust the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 \$525,410 FTE: -5

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment and the remaining funds to support personnel actions approved in FY 2018 as part of the department reorganization. These are routine actions that occur at the beginning of the budget cycle.

Finance

Total: \$821,385 FTE: -5

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accountant I	1 11	\$40,805	\$66,586	4	-3	1
Accountant II	1 12	\$44,339	\$72,308	2	0	2
Accountant III	1 13	\$47,823	\$77,978	3	0	3
Accountant IV	1 14	\$52,020	\$86,041	4	1	5
Accountant V	1 16	\$60,149	\$98,068	1	0	1
Accounting Manager, Senior	1 18	\$68,697	\$112,020	2	-1	1
Accounting Technician II	1 7	\$29,391	\$47,962	2	-1	1
Accounting Technician III	1 8	\$31,804	\$51,864	0	2	2
Accounts Payable Manager	1 18	\$68,697	\$112,020	0	1	1
Accounts Receivable Manager	1 18	\$68,697	\$112,020	0	1	1
Administrative Assistant I	1 9	\$34,445	\$56,161	2	-1	1
Administrative Assistant II	1 10	\$37,337	\$60,884	4	-3	1
Assistant Director	1 21	\$80,963	\$134,732	1	0	1
Bureau Manager	1 18	\$68,697	\$112,020	1	0	1
Buyer I	1 10	\$37,337	\$60,884	1	-1	0
Buyer II	1 13	\$47,823	\$77,978	4	1	5
Cash & Investments Analyst	1 13	\$47,823	\$77,978	1	-1	0
Cash & Investments Analyst, Senior	1 14	\$52,020	\$86,041	0	1	1
Chief Procurement Officer	1 21	\$80,963	\$134,732	0	1	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
City Safety Officer	1 16	\$60,149	\$98,068	0	1	1
Collection Coordinator	1 11	\$40,805	\$66,586	3	0	3
Debt Management Specialist I	1 14	\$52,020	\$86,041	1	0	1
Director of Finance	1 24	\$94,656	\$162,302	1	0	1
Executive Assistant	1 11	\$40,805	\$66,586	0	1	1
Financial Operations Manager	1 15	\$56,314	\$92,075	2	-1	1
Fiscal Systems Analyst	1 14	\$52,020	\$86,041	1	-1	0
Fiscal Systems Manager	1 17	\$64,260	\$104,872	1	0	1
Management Analyst I	1 11	\$40,805	\$66,586	1	-1	0
Management Analyst II	1 13	\$47,823	\$77,978	1	-1	0
Management Analyst III	1 14	\$52,020	\$86,041	3	0	3
Payroll Administrator	1 14	\$52,020	\$86,041	1	1	2
Payroll Manager	1 17	\$64,260	\$104,872	1	0	1
Payroll Specialist	1 11	\$40,805	\$66,586	2	0	2
Procurement Specialist	1 15	\$56,314	\$92,075	3	1	4
Programs Manager	1 15	\$56,314	\$92,075	2	-1	1
Purchasing Agent	1 19	\$72,930	\$118,606	1	0	1
Risk Manager	1 18	\$68,697	\$112,020	1	0	1
Special Assistant	1 20	\$77,520	\$126,409	1	-1	0
Total				58	-5	53

GENERAL SERVICES

MISSION STATEMENT

The Department of General Services (DGS) is a customer service driven department that provides a variety of support services through facilities maintenance, real estate, animal care, fleet management, and parking to both internal city departments and external stakeholders.

DEPARTMENT OVERVIEW

The Department of General Services (DGS) refines delivery processes, resource utilization, and organizational structure to meet the city's goal of becoming a Well-Managed Government.

General Services is comprised of five divisions, three of which (Facilities Maintenance, Fleet Management, and the Office of Real Estate), provide internal services to all city departments, and two of which (Parking and Norfolk Animal Care and Adoption Center), provide services and assistance to residents and businesses. Internal support provided by DGS allows city departments to effectively carry out their missions and provide services throughout the City of Norfolk. Fleet Management also provides fleet fueling services to outside agencies such as Norfolk Public Schools (NPS), Norfolk Botanical Garden, Norfolk Redevelopment and Housing Authority (NRHA), and other city-related agencies.

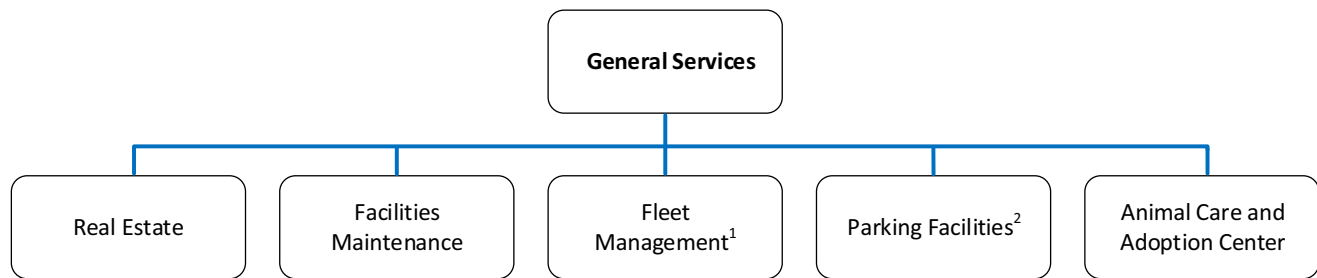
Facilities Maintenance (FM): Provides safe, clean, functional facilities for Norfolk employees, visitors, and residents by combining craftsmanship, responsiveness, financial responsibility, and innovative ideas for the future.

Real Estate: Performs various real estate services associated with attaining the best and highest use of city real property and generating lease and sales revenue from city-owned real property.

Norfolk Animal Care and Adoption Center: Provides care for stray, unwanted, sick, injured, and abandoned animals in the city. The Center adopts animals into permanent homes, reduces the pet population through spay and neuter programs, and transfers animals to responsible fostering and rescue groups.

Fleet Management: Provides quality maintenance and fueling services to all customers, whether internal or external; ensures safe, operable vehicles and equipment in support of city programs; and ensures that city resources are used in the most efficient manner possible. The activities of Fleet Management are presented in the Internal Service Fund pages.

Parking: Provides safe, convenient and affordable parking services to the residents, visitors, employees, and businesses in Norfolk. The activities of Parking are presented in the Enterprise Fund pages.



¹Shown also in the Internal Service Fund section

²Shown also in the Enterprise Fund section

PERFORMANCE MEASURES

Goal

Enhance the efficiency and effectiveness of programs

Objective

Ensure the safety, cleanliness, and attractiveness of two million square feet of buildings and extensive parks and school infrastructure through cost effective and efficient maintenance services.

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of total Facilities Maintenance budget used for energy efficient upgrades (New measure in FY 2017)	0	1	10	10	0
Percent of emergency facility work orders completed within two days (New measure in FY 2017)	0	64	90	90	0
Percent of customers who rate custodial service as meeting or exceeding expectations	98	97	95	95	0

Objective

Increase the efficiency and effectiveness of the Animal Care Center

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of volunteer hours donated to the Animal Care Center (New measure in FY 2017)	0	27,197	14,000	14,000	0
Number of animals adopted from the Animal Care Center (New measure in FY 2017)	0	2,270	2,200	2,200	0

Objective

Increase the efficiency and effectiveness with which real estate services are provided by the city

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Total lease revenue realized during fiscal year (New measure in FY 2017)	0	1,559,079	2,010,000	2,000,000	-10,000

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$6,976,770	\$7,432,849	\$7,970,727	\$8,236,160
Materials, Supplies and Repairs	\$8,912,782	\$9,038,807	\$9,282,670	\$9,306,140
Contractual Services	\$7,160,942	\$7,652,385	\$8,254,960	\$8,284,866
Equipment	\$35,721	\$53,571	\$52,134	\$37,134
Total	\$23,086,215	\$24,177,612	\$25,560,491	\$25,864,300

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$300,000	Improve Access to Public Beaches	0

ADOPTED FY 2019 BUDGET ACTIONS

- Provide funds for citywide compensation increase** **FY 2019 \$51,497** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- Provide maintenance for courthouse to jail intercom system** **FY 2019 \$46,800** **FTE: 0**

Technical adjustment to support contractual costs for maintenance, inspections, and repairs for intercom systems between the jail and the courthouse.

- Support increase in chiller maintenance contract** **FY 2019 \$4,856** **FTE: 0**

Technical adjustment to provide funds for the contractual two percent Consumer Price Index increase for chiller maintenance costs. This results in an increase of \$4,856, from \$242,800 in FY2018 to \$247,656 in FY2019.

- **Support increase for water and sewer rates**

Technical adjustment to provide additional funding for water and sewer rate increases. The water rate will increase by \$0.18 from \$4.93 per cubic feet (CCF) to \$5.11 per CCF and the sewer rate will increase by \$0.17 from \$4.13 per CCF to \$4.30 per CCF.

FY 2019 \$61,932 FTE: 0
- **Support increase in security services contract**

Technical adjustment to support a one percent contractual increase in expenses and an increased utilization of security services inside city hall, mobile patrols of city parking facilities, and libraries.

FY 2019 \$205,247 FTE: 0
- **Annualize utilities and maintenance costs of new facilities**

Technical adjustment to annualize utilities, maintenance, and custodial costs for the new Broadcreek library, which opened in FY 2018.

FY 2019 \$52,083 FTE: 0
- **Increase funds for elevator maintenance contract**

Technical adjustment to support the contractual three percent increase for elevator maintenance and the addition of two elevators in the consolidated courthouse. This service and percent increase results in an increase of \$5,841; From \$154,300 in FY 2018 to \$160,141 in FY 2019. Elevator maintenance is not performed by city elevator inspectors.

FY 2019 \$5,841 FTE: 0
- **Transfer funds from General services to Outside Agencies**

Technical adjustment to transfer funds from General Services to Festevents in the Outside Agency section of the budget. Funds will support staffing and maintenance of Fountain Park. A corresponding adjustment can be found in Outside Agencies.

FY 2019 (\$65,000) FTE: 0
- **Transfer internal elevator inspections**

Transfer the city elevator inspection program from the Department of City Planning to the Department of General Services. The city elevator inspection program provides elevator inspections for city-owned elevators. This action consolidates elevator inspections and maintenance in the Department of General Services. A corresponding adjustment can be found in the Department of City Planning.

FY 2019 \$53,525 FTE: 1
- **Support new copier leases for the Law Library**

Increase funds to provide copy and printing capabilities to the recently moved Norfolk Law Library.

FY 2019 \$1,644 FTE: 0
- **Adjust rent cost for the Animal Care Center**

Technical adjustment to increase funds for lease payments due to a contractual rent increase. The existing lease for the Animal Care Center requires a three percent increase annually. Rent will increase by \$5,648 from \$188,256 to \$193,904 in FY 2019.

FY 2019 \$5,648 FTE: 0

- **Increase operational support for the Animal Care Center** **FY 2019 \$6,802** **FTE: 0**

Technical adjustment to provide additional funding at the Animal Care Center for food, medical costs, and water and sewer rate increases.

- **Increase funds for custodial contractual labor and supplies** **FY 2019 \$47,418** **FTE: 0**

Technical adjustment to support the contractual two percent increase for custodial services and supplies at city facilities. The contract will increase by \$47,418 from \$2,370,878 to \$2,418,296 in FY2019.

- **Reduce custodial services** **FY 2019 (\$167,530)** **FTE: 0**

Reduce evening custodial service levels at City Hall, Granby Municipal Building, city cemeteries, computer resource centers, and other municipal buildings. Locations that currently receive custodial services five days a week will be reduced to three days per week and locations that currently receive custodial services three days a week will be reduced to two days per week. City Hall and Granby Municipal Building day custodial services and restroom cleaning will be maintained at current levels. City Hall common areas will not be affected.

- **Reduce security services** **FY 2019 (\$73,947)** **FTE: 0**

Reduce security at Jeb Stuart School during off hours and small special events. Security services are provided through a contract and will not result in a reduction of city employees.

- **Reduce utility costs** **FY 2019 (\$85,520)** **FTE: 0**

Reduce natural gas and electricity costs based on projected utilization.

- **Remove one-time funds to upgrade animal housing** **FY 2019 (\$15,000)** **FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2018 to upgrade animal housing in the dog isolation and cat intake areas at the Norfolk Animal Care and Adoption Center.

- **Adjust costs for Fleet expenditures** **FY 2019 (\$166)** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

- **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$60,542** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system**

FY 2019 \$73,651 FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 \$33,486 FTE: -3.8

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

General Services

Total: \$303,809 FTE: -2.8

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accountant I	1 11	\$40,805	\$66,586	1	-1	0
Administrative Assistant I	1 9	\$34,445	\$56,161	1	1	2
Administrative Manager	1 15	\$56,314	\$92,075	1	0	1
Animal Caretaker	1 2	\$20,099	\$32,778	10.4	-0.8	9.6
Assistant Animal Services Supervisor	1 11	\$40,805	\$66,586	1	0	1
Assistant Director	1 21	\$80,963	\$134,732	2	0	2
Assistant Facilities Maintenance Manager	1 17	\$64,260	\$104,872	1	0	1
Bureau Manager	1 18	\$68,697	\$112,020	2	0	2
Business Manager	1 13	\$47,823	\$77,978	1	0	1
Capacity Analyst	1 13	\$47,823	\$77,978	1	0	1
Carpenter I	1 8	\$31,804	\$51,864	7	0	7
Carpenter II	1 9	\$34,445	\$56,161	4	1	5
Chief Operating Engineer	1 16	\$60,149	\$98,068	2	0	2
Codes Specialist, Senior	1 11	\$40,805	\$66,586	0	1	1
Contract Administrator	1 14	\$52,020	\$86,041	2	0	2
Customer Service Representative	1 5	\$25,179	\$41,096	2.6	0	2.6
Director of General Services	1 24	\$94,656	\$162,302	1	0	1
Electrician I	1 6	\$27,438	\$44,737	1	0	1
Electrician II	1 9	\$34,445	\$56,161	6	0	6
Electrician III	1 10	\$37,337	\$60,884	2	0	2
Facilities Maintenance Manager	1 19	\$72,930	\$118,606	1	0	1
Facilities Manager	1 13	\$47,823	\$77,978	1	0	1
Kennel Supervisor	1 8	\$31,804	\$51,864	2	0	2
Maintenance Mechanic I	1 6	\$27,438	\$44,737	8	-3	5

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Maintenance Mechanic II	1 8	\$31,804	\$51,864	16	0	16
Maintenance Mechanic III	1 9	\$34,445	\$56,161	1	-1	0
Maintenance Shop Manager	1 13	\$47,823	\$77,978	2	0	2
Maintenance Supervisor I	1 11	\$40,805	\$66,586	2	-1	1
Maintenance Supervisor II	1 12	\$44,339	\$72,308	2	2	4
Maintenance Worker I	1 3	\$21,646	\$35,301	1	0	1
Management Analyst II	1 13	\$47,823	\$77,978	1	0	1
Management Analyst III	1 14	\$52,020	\$86,041	1	0	1
Office Manager	1 9	\$34,445	\$56,161	1	0	1
Operating Engineer I	1 6	\$27,438	\$44,737	2	0	2
Operating Engineer II	1 9	\$34,445	\$56,161	18	0	18
Painter I	1 6	\$27,438	\$44,737	3	-1	2
Painter II	1 8	\$31,804	\$51,864	1	0	1
Plumber	1 9	\$34,445	\$56,161	5	0	5
Plumber, Senior	1 10	\$37,337	\$60,884	1	0	1
Project Manager	1 16	\$60,149	\$98,068	2	0	2
Real Estate Analyst	1 11	\$40,805	\$66,586	1	0	1
Real Estate Coordinator	1 12	\$44,339	\$72,308	1	0	1
Storekeeper II	1 6	\$27,438	\$44,737	1	0	1
Storekeeper III	1 8	\$31,804	\$51,864	1	0	1
Supervising Operating Engineer	1 12	\$44,339	\$72,308	4	0	4
Support Technician	1 5	\$25,179	\$41,096	1	0	1
Visitor Services Specialist	1 10	\$37,337	\$60,884	1	0	1
Welder	1 10	\$37,337	\$60,884	1	0	1
Total				131	-2.8	128.2

HUMAN RESOURCES

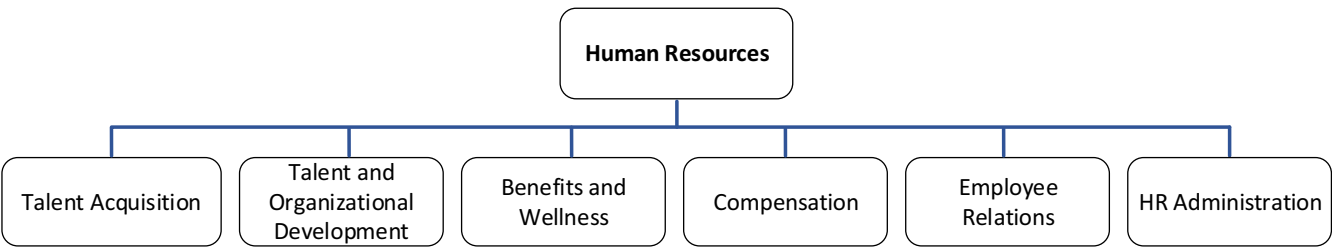
MISSION STATEMENT

The Department of Human Resources attracts, develops, and retains diverse and exceptional employees committed to supporting our vibrant and resilient coastal community.

DEPARTMENT OVERVIEW

The Department of Human Resources ensures that residents have a diverse, engaged, and high-performing workforce that is committed to the delivery of quality service. This is accomplished through implementation of:

- Employee lifecycle programs and services
- Contemporary employee selection strategies
- Total rewards best practices
- Employee engagement programs
- Superior training and development opportunities
- A healthy and safe work environment
- Comprehensive performance management, regulatory compliance, and advisory services



PERFORMANCE MEASURES

Goal					
Increase regionally based employment opportunities for Norfolk's residents					
Objective					
Eliminate barriers to employment					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of new hires who are veterans	17	19	18	18	0

Goal					
Increase lifelong learning access					
Objective					
Increase the accessibility to lifelong learning opportunities using existing city and school resources					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of non-management employees completing human resources compliance training (New measure in FY 2019)	0	0	0	50	50
Percent of managers completing human resources compliance training (New measure in FY 2019)	0	0	0	50	50

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$2,275,972	\$2,343,984	\$2,540,381	\$2,631,369
Materials, Supplies and Repairs	\$44,214	\$35,868	\$28,830	\$28,836
Contractual Services	\$685,058	\$906,854	\$1,054,275	\$1,000,302
Equipment	\$13,284	\$14,500	\$12,431	\$12,431
Total	\$3,018,528	\$3,301,206	\$3,635,917	\$3,672,938

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$19,243 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Provide funds to outsource ACA compliance** **FY 2019 \$56,160 FTE: 0**

Technical adjustment to provide funds for the city contract to provide Affordable Care Act (ACA) compliance services. As a large employer, the city is required to comply with certain provisions of the ACA as it pertains to healthcare coverage for employees.

• **Adjust funds for Public Safety recruitment examinations** **FY 2019 (\$6,000) FTE: 0**

Technical adjustment to adjust expenditures for an independent contractor to prepare and administer public safety entrance examinations. The contract was executed in 2016, and higher costs were required in the first two years. The contract included the development of a new written exam for Police and Fire-Rescue recruits, which more accurately tests for the essential skills needed for the positions.

- **Increase funds for Virginia Learning Management System (LMS)** **FY 2019 \$2,955 FTE: 0**

Technical adjustment to increase funds for Virginia Learning Management system. The city contracts with the Commonwealth of Virginia for access to the statewide learning center. Costs are expected to increase by \$0.79, from \$3.01 per user to \$3.80 per user in FY 2019.

- **Increase funds for pre-employment screenings contract** **FY 2019 \$11,000 FTE: 0**

Technical adjustment to provide funds for renewal of pre-employment screening contract. The city contracts for drug tests and other background tests required before beginning employment.

- **Remove one-time funds to automate open enrollment** **FY 2019 (\$23,360) FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2018 to automate open enrollment confirmation using the city's human resources information system, PeopleSoft.

- **Eliminate the tuition reimbursement program** **FY 2019 (\$69,728) FTE: 0**

Eliminate funds for the tuition reimbursement program, which currently reimburses a portion of college tuition costs that relate to the career development of existing permanent staff that have completed six months of employment. Reimbursement is provided at a rate of \$100 per credit hour for undergraduate and \$125 per credit hour for graduate-level courses. Tuition reimbursement is an underutilized employee benefit and the historical utilization trends do not support the continuation of this program. The city will undertake an analysis of tuition reimbursement programs with the intention of providing a more effective program in the future.

- **Remove one-time funds for executive recruitment services** **FY 2019 (\$25,000) FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2018 for executive recruitment services contract.

- **Adjust costs for Fleet expenditures** **FY 2019 \$6 FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

- **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$21,314 FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system**

FY 2019 \$45,518 FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 \$4,913 FTE: -3

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Human Resources

Total: \$37,021 FTE: -3

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accountant I	1 11	\$40,805	\$66,586	1	0	1
Administrative Assistant II	1 10	\$37,337	\$60,884	1	0	1
Assistant Director	1 21	\$80,963	\$134,732	1	0	1
City Safety Officer	1 16	\$60,149	\$98,068	1	-1	0
City Wellness Coordinator	1 13	\$47,823	\$77,978	1	-1	0
Director of Human Resources	1 24	\$94,656	\$162,302	1	0	1
Human Resources Administrator	1 14	\$52,020	\$86,041	1	-1	0
Human Resources Analyst	1 13	\$47,823	\$77,978	9	0	9
Human Resources Analyst, Senior	1 14	\$52,020	\$86,041	3	0	3
Human Resources Assistant I	1 6	\$27,438	\$44,737	1	-1	0
Human Resources Assistant II	1 7	\$29,391	\$47,962	2	0	2
Human Resources Manager	1 17	\$64,260	\$104,872	3	1	4
Human Resources Technician	1 10	\$37,337	\$60,884	8	0	8
Public Information Specialist I	1 10	\$37,337	\$60,884	1	0	1
Safety Specialist	1 11	\$40,805	\$66,586	1	0	1
Software Analyst	1 13	\$47,823	\$77,978	1	0	1
Total				36	-3	33

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Community Development



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CITY PLANNING

MISSION STATEMENT

The Department of City Planning ensures the highest quality of life for present and future generations by providing excellent planning and enforcement services and emphasizing the development of safe, healthy, and fun communities where people choose to live, work, and play.

DEPARTMENT OVERVIEW

City Planning is responsible for developing and implementing short and long-range plans, goals, and policies, as approved by the City Council, that reflect the needs and interests of residents and the city. The department fulfills four primary functions: provision of long-range planning services; implementation of the city's land use regulations; implementation of federal, state, and local environmental programs, including the Chesapeake Bay Preservation Act, storm water management, and erosion control programs; and oversight of building safety during the construction process.

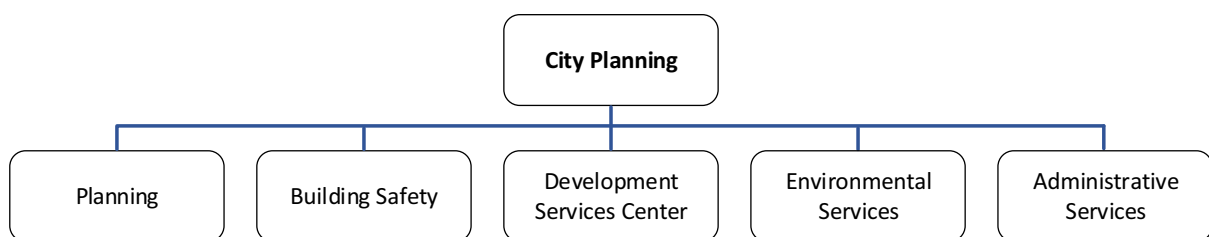
Planning Services: Develops and coordinates guidance and policy direction through the General Plan and other plans for: land use policies, transportation, economic development, neighborhood planning; and location of facilities. The bureau implements land use policy and regulates development practices through the maintenance and interpretation of the Zoning Ordinance and other applicable city codes.

Building Safety: Ensures building safety during the construction process by reviewing plans, issuing permits, inspecting construction work, managing elevator inspections, and enforcing the Virginia Uniform Statewide Building Code.

Development Services Center: Provides essential services prior to the construction process by reviewing residential and commercial plans, performing business license zoning reviews, and issuing trade permits.

Environmental Services: Implements the requirements of the Chesapeake Bay Preservation Act and the Erosion and Sediment Control Program, and coordinates shoreline restoration efforts, including wetland and dune restoration.

Financial and Administrative Services: Provides for the central management and coordination of departmental resources.



PERFORMANCE MEASURES

Goal					
Increase lifelong learning access					
Objective					
Increase accessibility to lifelong learning opportunities using existing city and school resources					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of cooperative ed and college/ graduate-level interns	7	5	2	2	0

Goal					
Enhance efficient use and protection of natural resources					
Objective					
Increase wetland areas					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Square footage of wetlands restored annually in accordance with the General Plan	17,857	12,300	40,000	40,000	0

Goal					
Enhance residents' access to goods and services					
Objective					
Provide electronic planning application submission and posting					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of planning applications posted online within 48 hours following the filing deadline	98	97	97	97	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$4,307,652	\$4,390,852	\$4,757,667	\$4,617,231
Materials, Supplies and Repairs	\$108,312	\$115,591	\$102,853	\$89,617
Contractual Services	\$144,967	\$146,992	\$121,252	\$117,485
Equipment	\$0	\$916	\$900	\$900
Department Specific Appropriation	\$0	\$0	\$50,000	\$0
Total	\$4,560,931	\$4,654,351	\$5,032,672	\$4,825,233

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$1,365,824	FEMA Wetlands Mitigation	0
		Wetland and Dune Violation Fines	

ADOPTED FY 2019 BUDGET ACTIONS

- Provide funds for citywide compensation increase** **FY 2019 \$33,763** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- Transfer Administrative Analyst position for 2020 Census** **FY 2019 \$87,935** **FTE: 1**

Transfer one Administrative Analyst position from Economic Development to Department of City Planning to assist with the 2020 Census. The planning department will coordinate all census collection, reporting, and advertising, requiring additional staff support. A corresponding adjustment can be found in the Department of Economic Development.

- Transfer zoning enforcement to Neighborhood Development** **FY 2019 (\$84,287)** **FTE: -2**

Transfer the zoning enforcement program to the Department of Neighborhood Development. This action will transfer two Zoning Inspectors to provide zoning enforcement services within the Neighborhood Quality inspection teams. A corresponding adjustment can be found in the Department of Neighborhood Development.

- Transfer internal elevator inspections** **FY 2019 (\$53,525)** **FTE: -1**

Transfer the city elevator inspection program from the Department of City Planning to the Department of General Services. The city elevator inspection program provides elevator inspections for city-owned elevators. This action consolidates elevator inspections and maintenance in the Department of General Services. A corresponding adjustment can be found in the Department of General Services.

- Eliminate non-city elevator inspections**

Eliminate the non-city elevator inspections program. The city currently provides required elevator inspections for non-city owned elevators for a fee. The fee does not cover the cost of the service and the service is available through the private sector. This action will eliminate two elevator inspectors and an administrative assistant.

FY 2019 (\$130,747) FTE: -3
- Distribute Environmental Services costs**

Transfer personnel funds from the Department of City Planning for an Environmental Program Supervisor position to the Storm Water fund. This action reflects the position's responsibility for environmental services duties related to wetland conservation efforts.

FY 2019 (\$51,832) FTE: 0
- Remove one-time funds for community rating improvements**

Technical adjustment to remove one-time funds provided in FY 2018 for improving the city's Community Rating System (CRS) and floodplain management. CRS provides a floodplain management score for the city and works with FEMA and insurance companies to evaluate city level planning for flood events.

FY 2019 (\$50,000) FTE: 0
- Remove one-time funds for electronic building codebooks**

Technical adjustment to remove one-time funds provided in FY 2018 for the purchase of electronic building codebooks. In FY 2016, the city transitioned to a new online permitting system that incorporates tablets for field use. The purchase of electronic codebooks will maximize the benefit of the new permitting system.

FY 2019 (\$5,000) FTE: 0
- Adjust costs for Fleet expenditures**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

FY 2019 \$2,991 FTE: 0
- Annualize Phase IV of ARMD Compensation Strategy**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

FY 2019 \$35,839 FTE: 0
- Adjust required contribution to the city's retirement system**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

FY 2019 \$3,873 FTE: 0

• **Update personnel expenditures**

FY 2019 \$3,551 FTE: 2

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

City Planning

Total: (\$207,439) FTE: -3

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accounting Technician II	1 7	\$29,391	\$47,962	1	0	1
Administrative Analyst	1 13	\$47,823	\$77,978	0	1	1
Administrative Assistant I	1 9	\$34,445	\$56,161	1	0	1
Administrative Assistant II	1 10	\$37,337	\$60,884	1	-1	0
Assistant Director	1 21	\$80,963	\$134,732	1	0	1
Building Commissioner	1 20	\$77,520	\$126,409	1	0	1
Business Manager	1 13	\$47,823	\$77,978	1	0	1
City Planner I	1 12	\$44,339	\$72,308	2	0	2
City Planner II	1 13	\$47,823	\$77,978	1	0	1
City Planner III	1 14	\$52,020	\$86,041	1	-1	0
City Planning Manager	1 17	\$64,260	\$104,872	2	0	2
City Planning Technician	1 9	\$34,445	\$56,161	1	0	1
Codes Enforcement Team Leader	1 14	\$52,020	\$86,041	4	0	4
Codes Specialist, Senior	1 11	\$40,805	\$66,586	22	-6	16
Construction Inspector I	1 9	\$34,445	\$56,161	0	1	1
Construction Inspector II	1 11	\$40,805	\$66,586	0	2	2
Deputy Building Commissioner	1 15	\$56,314	\$92,075	1	0	1
Design & Rehabilitation Consultant, Senior	1 14	\$52,020	\$86,041	1	0	1
Director of City Planning	1 24	\$94,656	\$162,302	1	0	1
Environmental Engineer	1 14	\$52,020	\$86,041	1	0	1
Environmental Services Manager	1 19	\$72,930	\$118,606	1	0	1
Geographic Information Systems Technician II	1 11	\$40,805	\$66,586	1	0	1
Landscape Coordinator I	1 11	\$40,805	\$66,586	0	1	1
Management Analyst I	1 11	\$40,805	\$66,586	1	-1	0
Management Analyst II	1 13	\$47,823	\$77,978	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Permit Technician	1 8	\$31,804	\$51,864	3	0	3
Permits Specialist	1 12	\$44,339	\$72,308	3	0	3
Permits Specialist, Senior	1 13	\$47,823	\$77,978	2	1	3
Principal Planner	1 15	\$56,314	\$92,075	4	0	4
Program Supervisor	1 13	\$47,823	\$77,978	0	1	1
Support Technician	1 5	\$25,179	\$41,096	2	1	3
Zoning Inspector I	1 9	\$34,445	\$56,161	2	-2	0
Zoning Inspector II	1 10	\$37,337	\$60,884	1	0	1
Zoning Inspector III	1 12	\$44,339	\$72,308	1	0	1
Total				65	-3	62

NEIGHBORHOOD DEVELOPMENT

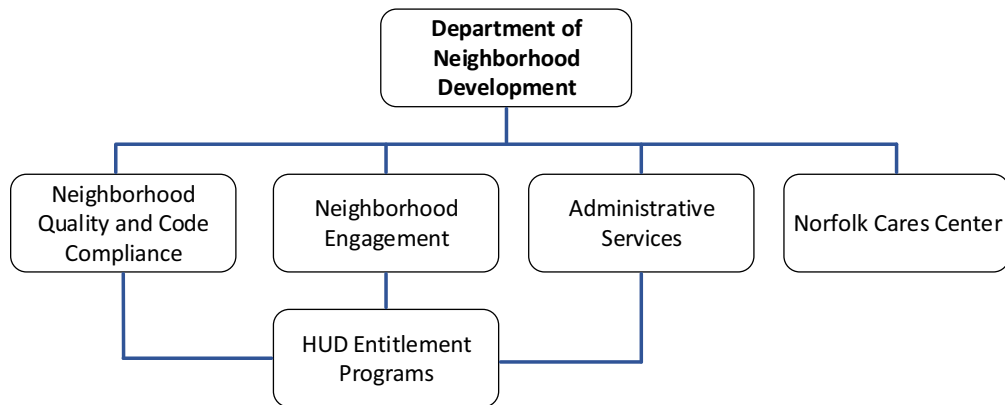
MISSION STATEMENT

The Department of Neighborhood Development promotes thriving communities by engaging residents and working with them to improve the quality of life in their neighborhoods. Neighborhood Development strives to promote and support civic participation, community partnerships, and accessibility to city services, and seeks to preserve and enhance the character of Norfolk's neighborhoods.

DEPARTMENT OVERVIEW

The Department of Neighborhood Development promotes and supports the highest quality of life for all residents in Norfolk. The department is comprised of five divisions that work together to support community development, neighborhood investment, and resident involvement.

- **Administration:** Provides for the central management and coordination of department resources. Primary focus is on vision setting, the delivery of efficient and effective services to neighborhoods, and creating partnership opportunities with all Norfolk neighborhoods.
- **Neighborhood Engagement:** Works on behalf of, and supports the interest of neighborhoods and community based organizations by: fostering and promoting individual and community neighborhood involvement; supporting creative, constructive, and positive solutions to community concerns.
- **HUD entitlement:** Administering the federal Housing and Urban Development (HUD) entitlement grant programs in support of community development; cultivating organizational and leadership capacity; and positioning neighborhoods for investment and growth.
- **Neighborhood Quality and Code Compliance:** Supports the highest quality of life possible for all Norfolk neighborhoods by maintaining citywide standards for addressing blight, nuisances, and environmental conditions in coordination with other city departments, agencies, residents and businesses. Seeks voluntary compliance with applicable city codes and works in partnership with neighborhoods and community based organizations through ongoing and special public outreach programs and initiatives that promote self sufficiency of Norfolk neighborhoods.
- **Norfolk Cares Center:** The single-point-of-contact for residents and businesses seeking information about city services. Through Norfolk Cares, residents can request a variety of city services, obtain information on city services, or receive an update on a previous request. Norfolk Cares is unique among municipal call centers because of its "start-to-finish" tracking of service requests to ensure timely resolution.



PERFORMANCE MEASURES

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Respond to service complaints and close cases in timely manner					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
New code cases opened by city staff as a percentage of total new cases (New measure for FY 2019)	0	0	0	60	60
Number of derelict structure cases opened citywide (New measure for FY 2019)	0	0	0	100	100

Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Maintain effectiveness and efficiency standards established for administration and implementation of Federal programs					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of negative findings in the annual external audit of Federal programs managed by the HUD Entitlement Unit	0	0	0	0	0

Goal					
Increase lifelong learning access					
Objective					
Connect residents and businesses to training, programs services, and resources to improve individual and community growth and sustainability					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of attendees at Neighbors Building Neighborhood (NBN) Academy workshops and trainings	309	99	75	100	25

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$2,632,470	\$2,923,193	\$3,217,800	\$3,422,957
Materials, Supplies and Repairs	\$120,922	\$136,319	\$90,521	\$43,600
Contractual Services	\$197,783	\$225,361	\$267,729	\$368,087
Equipment	\$9,151	\$3,422	\$3,250	\$0
Department Specific Appropriation	\$697,914	\$712,102	\$781,637	\$641,387
Total	\$3,658,240	\$4,000,397	\$4,360,937	\$4,476,031

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$1,162,672	Neighborhood Enhancements	1
		Neighborhood Improvements	
		Planning and Capacity Building Funds	
		Renovate Norfolk	
		Rental Rehabilitation Project	

ADOPTED FY 2019 BUDGET ACTIONS

• Provide funds for citywide compensation increase **FY 2019 \$27,487 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

<ul style="list-style-type: none"> • Remove one-time funds for Ingleside neighborhood initiatives 	FY 2019 (\$50,000)	FTE: 0
Technical adjustment to remove one-time funds provided in FY 2018 for initiatives in the Ingleside neighborhood.		
<ul style="list-style-type: none"> • Transfer zoning enforcement 	FY 2019 \$84,287	FTE: 2
Transfer the zoning enforcement program to the Department of Neighborhood Development. This action will transfer two Zoning Inspectors to provide zoning enforcement services within the Neighborhood Quality inspection teams. A corresponding adjustment can be found in the Department of Planning.		
<ul style="list-style-type: none"> • Adjust operational expenditures 	FY 2019 (\$50,000)	FTE: 0
Technical adjustment to align operational expenditures with projected utilization.		
<ul style="list-style-type: none"> • Adjust costs for Fleet expenditures 	FY 2019 \$2,211	FTE: 0
Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.		
<ul style="list-style-type: none"> • Annualize Phase IV of ARMD Compensation Strategy 	FY 2019 \$28,231	FTE: 0
Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.		
<ul style="list-style-type: none"> • Adjust required contribution to the city's retirement system 	FY 2019 \$24,645	FTE: 0
Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.		
<ul style="list-style-type: none"> • Update personnel expenditures 	FY 2019 \$48,233	FTE: -5
Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.		
Neighborhood Development	Total: \$115,094	FTE: -3

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Administrative Assistant I	1 9	\$34,445	\$56,161	1	-1	0
Administrative Assistant II	1 10	\$37,337	\$60,884	1	0	1
Administrative Technician	1 7	\$29,391	\$47,962	1	0	1
Assistant Director	1 21	\$80,963	\$134,732	1	0	1
Citizen Service Advisor I	1 5	\$25,179	\$41,096	9	0	9
Citizen Service Advisor II	1 7	\$29,391	\$47,962	2	-1	1
Citizen Service Advisor III	1 9	\$34,445	\$56,161	2	-1	1
Codes Enforcement Team Leader	1 14	\$52,020	\$86,041	3	0	3
Codes Specialist	1 10	\$37,337	\$60,884	12	-3	9
Codes Specialist, Senior	1 11	\$40,805	\$66,586	6	-1	5
Customer Service Manager	1 18	\$68,697	\$112,020	1	0	1
Director of Neighborhood Development	1 24	\$94,656	\$162,302	1	0	1
Division Head	1 16	\$60,149	\$98,068	2	0	2
Executive Assistant	1 11	\$40,805	\$66,586	0	1	1
Management Analyst I	1 11	\$40,805	\$66,586	1	0	1
Management Analyst II	1 13	\$47,823	\$77,978	1	-1	0
Management Analyst III	1 14	\$52,020	\$86,041	1	0	1
Neighborhood Development Specialist	1 11	\$40,805	\$66,586	0	2	2
Neighborhood Development Specialist, Senior	1 13	\$47,823	\$77,978	5	-3	2
Neighborhood Services Manager	1 15	\$56,314	\$92,075	1	2	3
Program Administrator	1 13	\$47,823	\$77,978	1	0	1
Program Supervisor	1 13	\$47,823	\$77,978	2	0	2
Project Manager	1 16	\$60,149	\$98,068	1	0	1
Public Services Coordinator	1 11	\$40,805	\$66,586	1	0	1
Quality Assurance Specialist	1 12	\$44,339	\$72,308	0	1	1
Zoning Inspector I	1 9	\$34,445	\$56,161	0	2	2
Total				56	-3	53

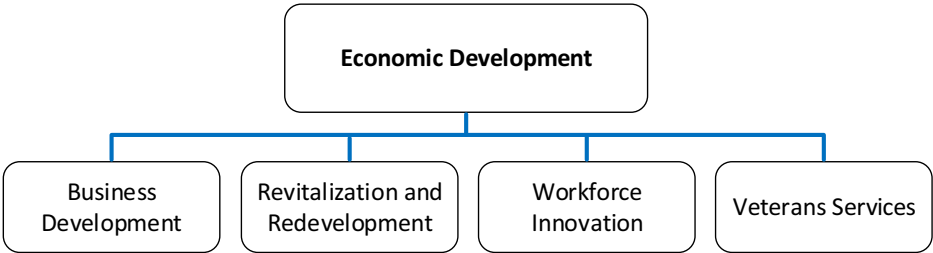
ECONOMIC DEVELOPMENT

MISSION STATEMENT

The Department of Economic Development generates wealth for the City of Norfolk through business expansion, enhancement, and new business development complementary to the city's neighborhoods.

DEPARTMENT OVERVIEW

The Department of Economic Development creates economic opportunities across a broad range of disciplines, including; business attraction, expansion, and retention; international trade; downtown and neighborhood revitalization; and workforce development. The department assists in growing and diversifying the local economy, and creating competitive employment opportunities, with specific emphasis on military, veterans, and Small, Women, and Minority-owned (SWaM) businesses in Norfolk.



PERFORMANCE MEASURES

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Dollar value in millions of commercial investment	180	40	210	210	0
Objective					
Increase small, women, veteran, and minority owned businesses within Norfolk					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of small, women, veteran, and minority owned businesses that conduct business in the city	331	347	575	575	0

Goal					
Increase regionally-based employment opportunities for Norfolk's residents					
Objective					
Connect businesses and workers					

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Achieve certification for Virginia Values Veterans (V3) Program	Yes	Yes	Yes	Yes	N/A

Objective					
Market cultural experiences available in Norfolk to the region and outside the region					

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of events planned and held to honor veterans	2	3	2	2	0

Goal					
Increase lifelong learning access					

Objective					
Network and identify opportunities for partnership among the city, local educational institutions, businesses, and community resources that will promote and expand lifelong learning for the city workforce and community members					

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of small business outreach events	31	26	25	25	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$1,603,165	\$1,638,224	\$1,752,569	\$1,908,276
Materials, Supplies and Repairs	\$19,502	\$30,404	\$1,815	\$7,906
Contractual Services	\$253,343	\$323,823	\$408,725	\$397,975
Department Specific Appropriation	\$0	\$0	\$0	\$159,965
Total	\$1,876,010	\$1,992,451	\$2,163,109	\$2,474,122

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$1,507,296	Community Capital	1
		Community Infrastructure and Economic Development	
		Façade Improvements	
		Local Incentive Hiring Fund	
		SWaM Activities	

ADOPTED FY 2019 BUDGET ACTIONS

• Provide funds for citywide compensation increase FY 2019 \$12,977 FTE: 0

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• Implement inclusive economic growth initiatives FY 2019 \$300,000 FTE: 0

Provide funds to support the development and implementation of a citywide inclusive economic growth strategy. Based on established models and tailored to Norfolk, Economic Development will serve as the lead agency in the development of a long-term strategy that promotes growth, prosperity, and inclusion of all residents.

• Transfer Administrative Analyst position for 2020 census FY 2019 (\$87,935) FTE: -1

Transfer one Administrative Analyst position from Economic Development to the Department of Planning to assist with the 2020 Census. The planning department will coordinate all census collection, reporting, and advertising, requiring additional staff support. A corresponding adjustment can be found in the Department of Planning.

• Adjust rent payment for economic development offices FY 2019 \$250 FTE: 0

Technical adjustment to provide funds for lease payments due to a contractual rent increase for the Economic Development offices. During December of 2018, the Department of Economic Development moved from offices in the BB&T building to Dominion tower. This resulted in a rate increase of \$250 from \$149,750 to \$150,000 in FY 2019.

- **Adjust required contribution to the city's retirement system**

FY 2019 \$47,811 FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust costs for Fleet expenditures**

FY 2019 \$91 FTE: 0

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

- **Annualize Phase IV of ARMD Compensation Strategy**

FY 2019 \$13,728 FTE: 0

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Update personnel expenditures**

FY 2019 \$24,091 FTE: -3

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Economic Development

Total: \$311,013 FTE: -4

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Administrative Analyst	1 13	\$47,823	\$77,978	3	-2	1
Administrative Assistant II	1 10	\$37,337	\$60,884	1	-1	0
Assistant Director	1 21	\$80,963	\$134,732	2	0	2
Business Development Consultant	1 13	\$47,823	\$77,978	1	0	1
Business Development Manager	1 16	\$60,149	\$98,068	7	-4	3
Business Development Manager, Senior	1 17	\$64,260	\$104,872	4	2	6
Director of Development	1 24	\$94,656	\$162,302	1	0	1
Executive Assistant	1 11	\$40,805	\$66,586	0	1	1
Office Manager	1 9	\$34,445	\$56,161	1	0	1
Special Assistant	1 20	\$77,520	\$126,409	1	0	1
Total				21	-4	17

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Parks, Recreation and Culture



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LIBRARIES

MISSION STATEMENT

The Norfolk Public Library (NPL) provides equal opportunity access to information, high quality books and multimedia materials, programs, exhibits, and online resources to meet the needs of the diverse community for lifelong learning, cultural enrichment, and intellectual stimulation. To fulfill its mission, the Library employs a knowledgeable, well-trained staff committed to excellent service and civility.

DEPARTMENT OVERVIEW

Norfolk Public Library supports the neighborhood community needs with nine neighborhood branch libraries, a newly renovated Bookmobile, Slover Library, and two anchor branches: Mary D. Pretlow and the newly opened Broad Creek Library. The library strives to transform lives by creating a city of readers that begins at birth and continues through one's lifetime. The focus of the library is articulated in the department's newly developed plan, "Strategic Directions 2018 - 2023."

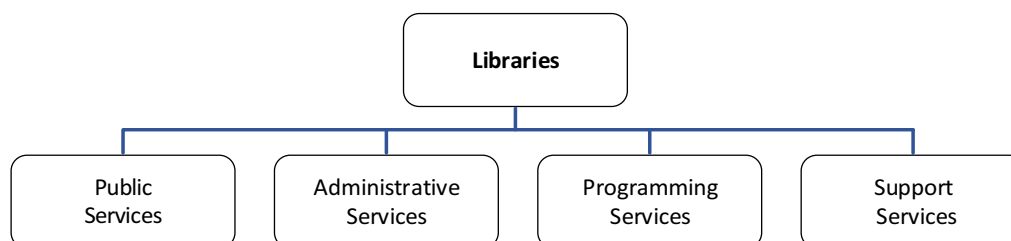
The department is comprised of four divisions: Public Services, Programming Services, Support Services, and Administrative Services.

Public Services provide patrons access to all library services, such as the book collection, computers, e-resources, meeting and study rooms, as well as reader's advisory and reference services.

Programming serves the community at all locations through adult, youth, and multicultural programs and outreach services. Programming consists of Early Childhood Literacy Programs, which includes: Babygarten, 1-2-3 Play with Me, Toddler Time, Storytime, KinderSTEM, KidZones, Learning Edge, after-school programming, and YOUmedia (digital and arts) programming.

Support Services provides library services through collection development, technical services, and library automation, providing patrons with public computers and classes. The library collection provides residents with a variety of online resources including popular fiction and nonfiction print and audio books; music and movies; magazines and newspapers; microforms; manuscripts; and photographs.

Administrative Services manages the logistics and operational functions for all neighborhood and anchor branch libraries including the bookmobile and the service center. Functions include finance and accounting; payroll; human resources and personnel recordkeeping; budgeting and monitoring; grants and ordinances; allocation of supplies; coordination of branch courier services; mail distribution; and oversight of facility maintenance.



PERFORMANCE MEASURES

Goal					
Enhance the efficiency of NPL programs and services					
Objective					
Expand the utilization of alternative fiscal and volunteer resources to enhance NPL programs and services					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Dollar value of volunteer hours (New measure in FY 2017)	0	135,938	170,000	170,000	0
Number of volunteer hours at library locations, including the Bookmobile	4,756	12,358	17,000	17,000	0

Goal					
Increase lifelong learning access					
Objective					
Increase accessibility to lifelong learning at Norfolk Public Libraries by offering a variety of programs for children, teens, and families					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of weekly early literacy program sessions offered throughout the year at libraries and offsite locations	2,323	1,599	800	800	0
Number of early literacy program participants (New measure in FY 2017)	0	32,644	10,000	10,000	0
Total number of NPL program participants (New measure in FY 2017)	0	78,528	63,000	63,000	0
Number of multicultural programs offered	68	46	83	83	0
Number of multicultural program attendees (New measure in FY 2017)	0	1,061	2,600	2,600	0

Goal					
Increase lifelong learning access					
Objective					
Inform, educate, and entertain through the provision of a wide variety of library resources and materials					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of Online Language Learning and Online Career Test Preparation Services sessions used	780	5,586	4,100	4,100	0
Number of materials circulated	816,849	802,492	987,500	987,500	0
Number of materials in the collection: books, eBooks, CDs, etc. (New measure in FY 2017)	0	802,492	600,000	600,000	0

Goal					
Increase access to city services and library information					
Objective					
Increase use of social media and web tools to communicate information to the public on library services as well as community information					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of NPL website visitors navigating beyond the landing page to other library resources (New measure in FY 2017)	0	22.7	45	45	0
Number of NPL website page views	376,175	1,040,993	810,000	810,000	0
NPL e-newsletter open rate (percent of recipients)	20	21.9	33	33	0
Objective					
Maintain and enhance the utility of library locations as places of social/community engagement, lifelong learning, and resource utilization					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of non-NPL sponsored events held in branch and Slover meeting rooms (New measure in FY 2017)	0	2,277	1,650	1,650	0
Number of library visitors during the fiscal year (New measure in FY 2017)	0	1,182,751	1,200,000	1,200,000	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$8,080,831	\$8,018,430	\$9,197,014	\$9,281,402
Materials, Supplies and Repairs	\$440,054	\$500,989	\$528,402	\$752,895
Contractual Services	\$828,805	\$740,283	\$689,636	\$691,604
Equipment	\$1,592,648	\$2,030,252	\$1,769,216	\$1,685,516
Department Specific Appropriation	\$4,661	\$0	\$0	\$0
Total	\$10,946,999	\$11,289,954	\$12,184,268	\$12,411,417

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$354,988	E-Rate Universal Services Fund	0
		Hampton Roads Community Foundation grant	
		Library Donations	
		Literacy Grant	
		Pretlow Donations	

ADOPTED FY 2019 BUDGET ACTIONS

• Provide funds for citywide compensation increase FY 2019 \$69,848 FTE: 0

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• Support Slover Library Maker Studio Operations FY 2019 \$152,674 FTE: 3

Provide funds to support the Slover Library Maker Studio. Located in the Selden Arcade, the studio is a Slover Library Foundation initiative that will allow patrons to experiment with new technologies and tools to create and invent. Studio staffing includes a full-time Information Technology Trainer, two Library Assistant II positions, and part-time Library Assistant II position.

• Support library network system upgrade FY 2019 \$60,000 FTE: 0

Upgrade the library network to cloud technology to provide improved flexibility for service delivery to patrons.

• Support contractual increase for software maintenance FY 2019 \$36,692 FTE: 0

Technical adjustment to provide additional funds for contractual increases related to software maintenance and additional licenses from the renovation of the Horace C. Downing Library, and the new Broad Creek Library. The additional licenses grant the new facilities access to the Norfolk Public Library checkout systems and materials database.

• Annualize support for Broad Creek Library staffing FY 2019 \$213,168 FTE: 0

Technical adjustment to annualize staffing costs at the new Broad Creek Library, which opened in Spring 2018. The Adopted FY 2018 Budget included partial funding for a Librarian I, five Library Associate I, four Library Assistant II, and 22 part-time positions.

<ul style="list-style-type: none"> • Adjust costs for Pineridge Center Lease 	FY 2019 \$9,232 FTE: 0
<p>Technical adjustment to provide funds for lease payments due to contractual agreement. The agreement allows the city to lease approximately 42,000 square feet of space at the Pineridge Center. Total cost will increase by \$9,232 from \$302,715 to \$311,947 in FY 2019.</p>	
<ul style="list-style-type: none"> • Adjust personnel expenditures 	FY 2019 (\$206,136) FTE: -0
<p>Reduce funds for personnel services based on projected utilization. The adjustment includes eliminating a Librarian II, a Senior Microcomputer Systems Analyst, an Event Coordinator, and a Public Services Coordinator. Current library staff have absorbed the responsibilities of these positions and no impact to service is anticipated.</p>	
<ul style="list-style-type: none"> • Close branch library 	FY 2019 (\$309,287) FTE: -3
<p>Close the Jordan Newby Branch Library due to the opening of the new Broad Creek Library. The closure of the library eliminates a Librarian II, a Library Associate I, and a Library Assistant II, nine temporary part-time staff and associated operational expenses. As a result of the closure, the department's allocation for book expenses is also reduced. No impact to service delivery is anticipated due to the opening of the new library less than a mile away.</p>	
<ul style="list-style-type: none"> • Adjust costs for Fleet expenditures 	FY 2019 (\$1,863) FTE: 0
<p>Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.</p>	
<ul style="list-style-type: none"> • Annualize Phase IV of ARMD Compensation Strategy 	FY 2019 \$68,917 FTE: 0
<p>Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.</p>	
<ul style="list-style-type: none"> • Adjust required contribution to the city's retirement system 	FY 2019 \$58,404 FTE: 0
<p>Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.</p>	
<ul style="list-style-type: none"> • Update personnel expenditures 	FY 2019 \$75,500 FTE: -0.4
<p>Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.</p>	
Libraries	Total: \$227,149 FTE: -4.4

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accounting Technician II	1 7	\$29,391	\$47,962	1	0	1
Administrative Assistant I	1 9	\$34,445	\$56,161	2	0	2
Administrative Assistant II	1 10	\$37,337	\$60,884	1.8	0.3	2
Administrative Technician	1 7	\$29,391	\$47,962	1	0	1
Applications Development Team Supervisor	1 17	\$64,260	\$104,872	1	0	1
City Historian	1 12	\$44,339	\$72,308	1	0	1
Director of Libraries	1 24	\$94,656	\$162,302	1	0	1
Event Coordinator	1 12	\$44,339	\$72,308	1	-1	0
Executive Director - Slover Library	1 21	\$80,963	\$134,732	1	0	1
Financial Operations Manager	1 15	\$56,314	\$92,075	1	0	1
Information Technology Trainer	1 12	\$44,339	\$72,308	3	1	4
Librarian I	1 11	\$40,805	\$66,586	12	1	13
Librarian II	1 14	\$52,020	\$86,041	14	-3	11
Librarian III	1 15	\$56,314	\$92,075	5	-1	4
Librarian IV	1 16	\$60,149	\$98,068	0	1	1
Library Assistant I	1 4	\$23,333	\$38,047	0.6	0.4	1
Library Assistant II	1 6	\$27,438	\$44,737	26.8	-2	24.8
Library Associate I	1 8	\$31,804	\$51,864	31.4	-3	28.4
Library Associate II	1 9	\$34,445	\$56,161	12	3	15
Library Manager	1 18	\$68,697	\$112,020	2	0	2
Manager of Visitor Marketing	1 14	\$52,020	\$86,041	1	-1	0
Media Production Specialist	1 12	\$44,339	\$72,308	2	0	2
Messenger/Driver	1 2	\$20,099	\$32,778	1	0	1
Microcomputer Systems Analyst	1 13	\$47,823	\$77,978	1	0	1
Microcomputer Systems Analyst, Senior	1 14	\$52,020	\$86,041	6	0	6
Office Assistant	1 3	\$21,646	\$35,301	1	0	1
Programmer/Analyst III	1 13	\$47,823	\$77,978	1	-1	0
Project Coordinator	1 13	\$47,823	\$77,978	1	2	3
Public Relations Specialist	1 12	\$44,339	\$72,308	1	0	1
Public Services Coordinator	1 11	\$40,805	\$66,586	1	-1	0
Total				134.6	-4.4	130.2

CULTURAL FACILITIES, ARTS AND ENTERTAINMENT

MISSION STATEMENT

Cultural Facilities, Arts and Entertainment provides diverse live entertainment, inclusive community events, and vibrant public art to enrich and celebrate life in Norfolk. The department promotes collaboration, responsible management, economic, and cultural vitality, and educational opportunities.

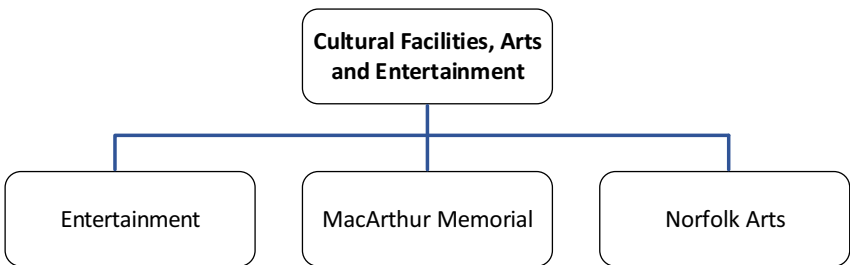
DEPARTMENT OVERVIEW

The Department of Cultural Facilities, Arts and Entertainment (Cultural Facilities) manages ten facilities for the city: Scope, Chrysler Hall, Scope Exhibition Hall, Wells Theater, Harrison Opera House, Harbor Park, MacArthur Memorial, Attucks Theatre, Town Point Park, and Little Hall. The department serves more than one million patrons at over 1,000 events annually. The department consists of three bureaus: Events (SevenVenues), Cultural Affairs (Norfolk Arts), and Museum (MacArthur Memorial).

SevenVenues is responsible for the programming, management, and providing the equipment for many of the city's indoor and outdoor events. The indoor events that occur in the facilities listed above include: the Triple-A (AAA) Baseball; East Coast Hockey League (ECHL) Hockey; Virginia Symphony; Virginia Opera; Virginia Stage Company; Generic Theatre; Virginia Arts Festival; Mid-Eastern Athletic Conference (MEAC) Basketball; Broadway at Chrysler Hall; Norfolk Forum; and many other touring shows that come to Norfolk to present. In addition, the bureau manages all of the city's special events from runs and walks, to parades and neighborhood gatherings, to festivals and concerts.

Norfolk Arts includes the city's Public Art Program. This program utilizes the talents of many local and national artists and incorporates the knowledge and desires of residents of the city to assist with the process of making choices in the selection of artists, the type of art to be developed, and the location of art works displayed in various locations around Norfolk. The bureau is also home to the Arts and Humanities Commission, which is responsible for granting thousands of dollars each year to various not-for-profit arts organizations.

Finally, the Museum Bureau has the responsibility of maintaining and operating the MacArthur Memorial. The MacArthur Memorial is a public museum and a world-renowned research facility, dedicated to preserving the legacy of General Douglas MacArthur.



PERFORMANCE MEASURES

Goal					
Diversify and strengthen entertainment venues and "cool city" amenities in Norfolk					
Objective					
Increase the number of entertainment opportunities					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of CFAE-sponsored events	959	939	1,840	1,840	0
Number of attendees for all events	1,187,857	1,240,177	1,220,362	1,220,362	0
Objective					
Increase the use of all social media to better inform residents of events taking place throughout city venues					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of patrons/potential patrons actively engaged in CFAE social media, including those liking, commenting, and sharing posts (New measure in FY 2017)	0	28,300	22,000	22,000	0
Number of patrons or potential patrons who receive regular communication about upcoming events	174,891	178,594	177,820	177,820	0
Objective					
Increase revenue streams through new and innovative approaches including: sponsorship dollars, all-in-one package ticket offers, updated rental promotion/pricing, and collaboration between internal and external partners					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Estimated economic impact of CFAE-sponsored events in dollars (New measure in FY 2017)	0	33,509,583	24,000,000	24,000,000	0
Total event revenue in dollars	1,113,251	998,298	1,138,500	1,138,500	0
Objective					
Increase choice of entertainment venues for all demographic groups, including the "creative class"					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of special programs and events at MacArthur Memorial	36	47	38	38	0
Estimated number of people viewing public art daily (New measure in FY 2017)	0	298,700	300,000	300,000	0

Goal					
Increase lifelong learning access					
Objective					
Present educational and historical exhibits, provide historical research assistance, and provide high quality educational programs					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of MacArthur Memorial archive research inquiries	4,821	4,820	3,500	3,500	0
Number of students served through research assistance, Memorial tours, and educational programming	22,680	32,546	15,450	15,450	0
Objective					
Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of participants in MacArthur Memorial educational and cultural programs	43,064	25,015	45,000	45,000	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$3,344,640	\$3,600,213	\$3,593,855	\$4,171,998
Materials, Supplies and Repairs	\$1,218,558	\$1,112,989	\$1,217,883	\$1,218,042
Contractual Services	\$892,079	\$930,757	\$975,263	\$1,194,744
Equipment	\$7,414	\$5,994	\$10,355	\$10,355
Department Specific Appropriation	\$0	\$65,000	\$75,000	\$75,000
Total	\$5,462,691	\$5,714,953	\$5,872,356	\$6,670,139

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$4,500	Arts Challenge Grant	0

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$32,815** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Restructure personnel budget with anticipated utilization** **FY 2019 \$455,000** **FTE: 0**

Technical adjustment to provide funds for event staff. Costs are reimbursed by event revenue. This action corrects an ongoing issue related to the accounting of reimbursement of costs. A corresponding revenue adjustment has been made.

• **Support contractual increases** **FY 2019 \$1,112** **FTE: 0**

Technical adjustment to provide funds for contractual increases associated with armored car services and waste and debris removal from the Scope, Chrysler Hall, Harbor Park, and the Attucks Theater.

• **Remove one-time funds for d'Art Center lease agreement** **FY 2019 (\$31,631)** **FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2018 for the city's commitment to support the d'Art Center lease. The city's commitment ended December 31, 2017.

• **Remove one-time funds for d'Art operating costs** **FY 2019 (\$50,000)** **FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2018 for d'Art Center operating support.

• **Provide one-time support for The Attucks Theatre** **FY 2019 \$200,000** **FTE: 0**

Provide one-time funds to support The Crispus Attucks Theatre's 100th Anniversary. Funds will be used for special programming support throughout the year to celebrate the milestone anniversary. The theater will continue normal programming of the Church Street Jazz Series, Virginia Arts Festival Jazz Series, the Comedy Series, and other Virginia Arts Festival events.

• **Provide one-time support for Norfolk Theatre Festival** **FY 2019 \$100,000** **FTE: 0**

Provide one-time funds for marketing efforts related to the Norfolk Theatre Festival. The festival is a celebration of stage performances and involves a number of organizations, including the Virginia Arts Festival, Virginia Stage Company, Norfolk State University, and the Generic Theater.

• **Adjust costs for Fleet expenditures** **FY 2019 \$159** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$34,369 FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Adjust required contribution to the city's retirement system** **FY 2019 \$24,042 FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Update personnel expenditures** **FY 2019 \$31,917 FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Cultural Facilities, Arts and Entertainment

Total: \$797,783 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accountant I	1 11	\$40,805	\$66,586	1	0	1
Accountant II	1 12	\$44,339	\$72,308	1	0	1
Accounting Manager	1 17	\$64,260	\$104,872	1	0	1
Administrative Assistant I	1 9	\$34,445	\$56,161	1	0	1
Administrative Technician	1 7	\$29,391	\$47,962	3	0	3
Archivist	1 11	\$40,805	\$66,586	1	0	1
Arts Manager	1 15	\$56,314	\$92,075	1	0	1
Assistant Director	1 21	\$80,963	\$134,732	1	0	1
Box Office Manager	1 13	\$47,823	\$77,978	1	0	1
Box Office Supervisor	1 9	\$34,445	\$56,161	2	0	2
Bureau Manager	1 18	\$68,697	\$112,020	1	0	1
Contract & Program Administrator	1 14	\$52,020	\$86,041	1	0	1
Creative Designer & Production Manager	1 12	\$44,339	\$72,308	1	0	1
Crew Leader II	1 10	\$37,337	\$60,884	2	-2	0
Curator	1 12	\$44,339	\$72,308	1	0	1
Director of Cultural Facilities, Arts, & Entertainment	1 24	\$94,656	\$162,302	1	0	1
Division Head	1 16	\$60,149	\$98,068	1	0	1
Education Manager	1 14	\$52,020	\$86,041	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Event Coordinator	1 12	\$44,339	\$72,308	7	1	8
Event Support Crew Member I	1 4	\$23,333	\$38,047	6	0	6
Event Support Crew Member II	1 6	\$27,438	\$44,737	8	2	10
MacArthur Memorial Director	1 18	\$68,697	\$112,020	1	0	1
Maintenance Worker II	1 6	\$27,438	\$44,737	1	-1	0
Manager of the Office of Cultural Affairs, Arts & Humanities	1 18	\$68,697	\$112,020	1	0	1
Museum Attendant	1 4	\$23,333	\$38,047	2	0	2
Office Manager	1 9	\$34,445	\$56,161	1	0	1
Operations Manager	1 14	\$52,020	\$86,041	1	0	1
Public Relations Specialist	1 12	\$44,339	\$72,308	1	0	1
Stage Crew Chief	1 11	\$40,805	\$66,586	1	0	1
Stage Production Manager	1 12	\$44,339	\$72,308	1	0	1
Support Technician	1 5	\$25,179	\$41,096	1	0	1
Total				54	0	54

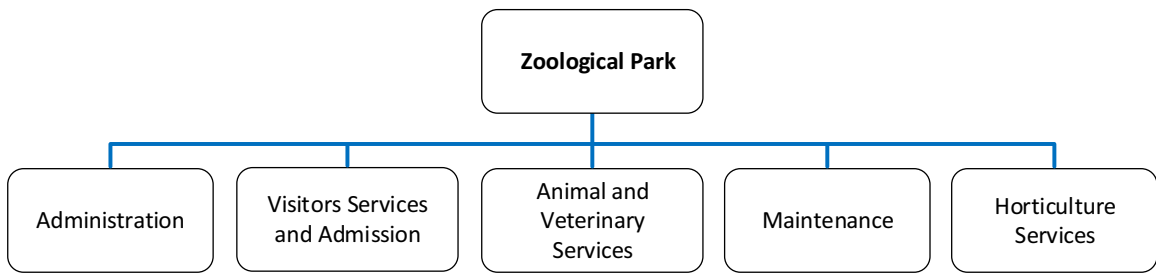
ZOOLOGICAL PARK

MISSION STATEMENT

The Virginia Zoological Park is a conservation, education, and recreation organization dedicated to the sustainable reproduction, protection, and exhibition of animals, plants, and their habitats. This mission is abbreviated in the slogan, "education - recreation - research - conservation."

DEPARTMENT OVERVIEW

The Virginia Zoo is a hybrid organization that employs staff through the City of Norfolk and the Virginia Zoological Society. The Zoological Society provides support services in the following ways: facility enhancements, membership, fundraising, marketing and promotions, special events, education, and food and retail operations. The City of Norfolk support services include: animal services, veterinary services, horticulture, operations, visitor services/admissions, and administration. Animal services maintain the welfare of the animal collection. Veterinary services provide medical and veterinary care for the Zoo's animals. Horticulture services provide grounds maintenance for the Zoo's 55 acres including animal exhibits, flowerbeds and plants. Maintenance performs repairs and maintains the Zoo's infrastructure. Operations oversee security services, safety, and maintenance to the Zoo's infrastructure. Visitor services manage the front entrance operations. Administration oversees visitor services, gate admissions, and the operations of the Zoo in regards to the capital and operating budgets.



PERFORMANCE MEASURES

Goal					
Diversify and strengthen entertainment venues and "cool city" amenities in Norfolk					
Objective					
Market cultural experiences available in Norfolk to the region and outside the region to increase attendance					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of zoo visitors	432,065	443,060	500,000	500,000	0

Objective					
Market cultural experiences available in Norfolk to the region and outside the region					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of social media messages sent to zoo members and the public to increase event participation and attendance	1,371	928	1,100	1,100	0

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of environmentally conscious vendors from which zoo acquires saleable merchandise	9	17	8	8	0
Number of zoo exhibit renovations	19	12	14	14	0

Goal					
Increase lifelong learning access					
Objective					
Network and identify opportunities for partnership among regional colleges, universities, high schools, and businesses to provide vocational and technical training opportunities through a comprehensive intern and volunteer program					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of volunteers	866	1,422	170	170	0

Objective					
Increase accessibility to lifelong learning opportunities using existing city and school resources					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of partnerships to deliver educational programming in area schools	12	15	18	18	0

Goal

Achieve a well-trained, qualified community workforce

Objective

Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of zoo staff receiving advanced training to create a vibrant leadership succession plan	68	112	71	71	0
Number of interns recruited from area colleges, universities, and vocational schools to work and learn at the zoo	12	25	20	20	0

Goal

Enhance efficient use and protection of natural resources

Objective

Create a culture of continuing sustainability by implementing educational and outreach programs to increase wildlife and environmental awareness

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of exhibits improved	38	18	22	22	0
Number of sustainability projects for animals (nationally and locally)	14	27	28	28	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$2,492,353	\$2,629,688	\$2,837,641	\$2,957,601
Materials, Supplies and Repairs	\$629,005	\$708,822	\$813,288	\$766,514
Contractual Services	\$579,767	\$488,846	\$650,934	\$687,962
Equipment	\$65,182	\$231,763	\$51,506	\$63,916
Total	\$3,766,307	\$4,059,119	\$4,353,369	\$4,475,993

ADOPTED FY 2019 BUDGET ACTIONS

- Provide funds for citywide compensation increase**

FY 2019 \$20,880 FTE: 0

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

<ul style="list-style-type: none"> • Increase funds for mandatory laboratory services 	FY 2019 \$1,060	FTE: 0
Technical adjustment to provide funds for mandated veterinary laboratory services for animal care in the Animal Wellness Center due to an increase in the number of animals at the Virginia Zoo.		
<ul style="list-style-type: none"> • Support increase for animal food 	FY 2019 \$9,505	FTE: 0
Technical adjustment to support the increased cost to purchase hay, grain, produce, rodents, and frozen meats due to an increase in the number of animals at the Virginia Zoo.		
<ul style="list-style-type: none"> • Reorganize operational staffing 	FY 2019 (\$104,626)	FTE: -1.3
Reorganize staff to meet operational needs of the department. This action eliminates the Assistant Director, a Quality Assurance Inspector, and a Groundskeeper, and adds a Zoo Manager and Veterinary Technician. No impact to service delivery is anticipated.		
<ul style="list-style-type: none"> • Adjust costs for Fleet expenditures 	FY 2019 \$99	FTE: 0
Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.		
<ul style="list-style-type: none"> • Annualize Phase IV of ARMD Compensation Strategy 	FY 2019 \$21,301	FTE: 0
Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.		
<ul style="list-style-type: none"> • Adjust required contribution to the city's retirement system 	FY 2019 \$47,837	FTE: 0
Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.		
<ul style="list-style-type: none"> • Update personnel expenditures 	FY 2019 \$126,568	FTE: 0.5
Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.		
Zoological Park	Total: \$122,624	FTE: -0.8

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Assistant Director	1 21	\$80,963	\$134,732	1	-1	0
Assistant Supervisor of Animal Services	1 12	\$44,339	\$72,308	2	0	2
Business Manager	1 13	\$47,823	\$77,978	1	0	1
Crew Leader II	1 10	\$37,337	\$60,884	1	0	1
Customer Service Representative	1 5	\$25,179	\$41,096	4.1	0.5	4.6
Director of the Virginia Zoological Park	1 24	\$94,656	\$162,302	1	0	1
Equipment Operator II	1 7	\$29,391	\$47,962	1	-1	0
Equipment Operator III	1 8	\$31,804	\$51,864	0	1	1
Groundskeeper	1 4	\$23,333	\$38,047	2	-1	1
Horticulture Technician	1 5	\$25,179	\$41,096	3	0	3
Horticulturist	1 12	\$44,339	\$72,308	1	0	1
Landscape Coordinator I	1 11	\$40,805	\$66,586	1	0	1
Lead Zookeeper	1 9	\$34,445	\$56,161	5	0	5
Office Manager	1 9	\$34,445	\$56,161	0	1	1
Operations Manager	1 14	\$52,020	\$86,041	1	0	1
Quality Assurance Inspector	1 8	\$31,804	\$51,864	1	-1	0
Security Officer	1 6	\$27,438	\$44,737	3	0	3
Veterinarian	1 14	\$52,020	\$86,041	1	0	1
Veterinary Technician	1 7	\$29,391	\$47,962	1	1	2
Visitor Services Assistant	1 5	\$25,179	\$41,096	2	-1.3	0.7
Visitor Services Coordinator	1 8	\$31,804	\$51,864	1	0	1
Zoo Manager	1 14	\$52,020	\$86,041	0	1	1
Zookeeper	1 7	\$29,391	\$47,962	18	0	18
Total				51.1	-0.8	50.3

Nauticus

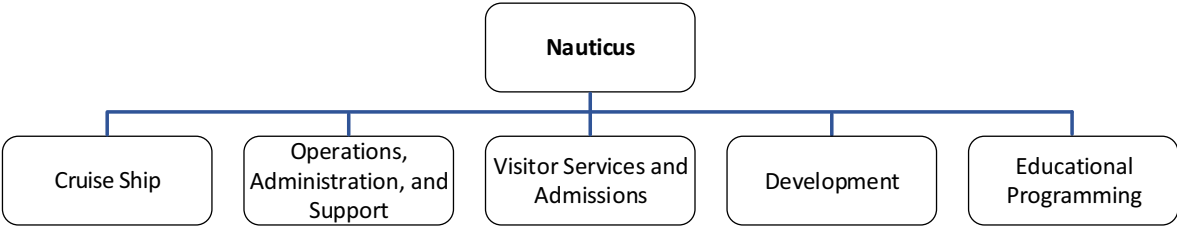
MISSION STATEMENT

Nauticus' mission is to (1) inspire and educate visitors from across the country with engaging and interactive experiences and (2) serve as an economic catalyst by generating revenue from museum admission, event rentals, and cruise ship operations. Nauticus not only seeks to create additional direct revenue for the city by managing these assets, but also to generate a larger "footprint" as museum guests and cruise passengers park, eat, shop, and stay in Downtown Norfolk.

DEPARTMENT OVERVIEW

The Nauticus campus is a valued community resource and major tourist destination, attracting more than 250,000 visitors annually. Appealing to diverse audiences, Nauticus explores the economic, naval, and natural power of the sea. The Center features hands-on exhibits, marine life, 3D movies, educational programs that meet the Virginia Standards of Learning (SOLs), the awe-inspiring Battleship Wisconsin - one of the largest and last battleships built by the U.S. Navy - the Hampton Roads Naval Museum, the Banana Pier Gift Shop, the Dockside Cafe, and the Nauticus Marina.

Nauticus also operates the Sail Nauticus Community Sailing Center, which offers sailing instruction and other sailing programs primarily to underserved populations; and the Peter G. Decker Half Moone Cruise Center, which has welcomed more than 500,000 passengers, 129,000 crew members, and 284,000 event attendees since opening in 2007, contributing more than \$10.3 million in direct revenue and nearly \$63 million in indirect impact for the city. In addition, the campus' special event business is robust and generates rental income as well as parking and other revenue from event attendees. Nauticus also has a growing membership program and a core of dedicated and active volunteers. Among Nauticus' signature programs is Dickens' Christmas Towne, an immersive walk-through holiday experience in Victorian London, which draws more than 20,000 visitors annually.



PERFORMANCE MEASURES

Goal

Diversify and strengthen entertainment venues and "cool city" amenities in Norfolk

Objective

Increase the number of visitors to Nauticus by expanding the variety of programs, targeting various demographic groups including the creative class

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of visitors to Nauticus	231,150	274,206	237,000	237,000	0

Objective

Increase Norfolk's reputation as a premier cruise ship port of call by improving factors that make cruising from Norfolk more attractive to both cruise patrons and international cruise lines

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of cruise ship passengers and crew	47,376	47,244	45,000	45,000	0

Goal

Achieve a reputation internally and externally as a well-managed government

Objective

Increase utilization of the Peter G. Decker Half Moone Cruise and Celebration Terminal, Battleship Wisconsin, and Nauticus Museum as premier venues for weddings and corporate functions

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of Half Moone rentals	88	92	180	180	0

Goal

Increase lifelong learning access

Objective

Establish Nauticus as a premium community resource for informal education by developing fun and engaging educational programs that leverage the unique environment of the Battleship Wisconsin and other campus assets

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Attendance at Battleship Wisconsin programs	41,297	52,598	25,100	25,100	0

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Use of Money and Property	\$959,222	\$1,107,456	\$1,130,950	\$0
Charges for Services	\$2,350,437	\$2,369,001	\$2,185,750	\$2,559,550
Miscellaneous Revenue	\$20,810	\$45,405	\$43,920	\$39,000
Other Sources and Transfers In	\$1,109,488	\$1,090,399	\$1,912,614	\$1,522,897
Total	\$4,439,957	\$4,612,261	\$5,273,234	\$4,121,447

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$2,423,370	\$2,466,063	\$2,726,913	\$2,277,354
Materials, Supplies and Repairs	\$923,431	\$1,040,810	\$1,345,012	\$1,162,463
Contractual Services	\$796,670	\$768,070	\$857,440	\$652,360
Equipment	\$10,504	\$14,344	\$29,270	\$29,270
Department Specific Appropriation	\$285,982	\$322,974	\$314,599	\$0
Total	\$4,439,957	\$4,612,261	\$5,273,234	\$4,121,447

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$57,242	Virginia Port Authority Floating Dock Grant	0

ADOPTED FY 2019 BUDGET ACTIONS

• Provide funds for citywide compensation increase FY 2019 \$24,786 FTE: 0

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• Transfer programs to Nauticus Foundation FY 2019 (\$1,061,151) FTE: -7.8

Transfer personnel and nonpersonnel costs associated with facility rentals, fundraising/marketing, and the gift shop from Nauticus to the Nauticus Foundation (Foundation), per new five-year agreement effective July 1, 2018. The Foundation will assume all fundraising, marketing, facility rental, and gift shop services at Nauticus. This action will eliminate eight permanent full-time positions and nine temporary part-time positions. These positions may become Foundation personnel. As part of the agreement, the city will provide \$250,000 annually to the Foundation to enhance exhibits and will share 50 percent of Nauticus net admissions receipts above \$1.8 million. A corresponding revenue adjustment has been made.

<ul style="list-style-type: none"> • Adjust support for electricity on USS Wisconsin 	FY 2019 (\$135,083)	FTE: 0
<p>Technical adjustment to reduce funds for electricity use by the battleship USS Wisconsin based on anticipated utilization. The installation of air conditioning in new areas on the battleship was delayed and rescheduled to FY 2020.</p>		
<ul style="list-style-type: none"> • Restructure Visitor Services staffing 	FY 2019 (\$27,435)	FTE: -0.8
<p>Eliminate a Visitor Services Assistant position as part of a Visitor Services staffing realignment. Duties of the position will be performed by existing staff. No impact to service is anticipated.</p>		
<ul style="list-style-type: none"> • Reduce parking validation costs 	FY 2019 (\$10,000)	FTE: 0
<p>Reduce parking validations for Nauticus volunteers. Parking passes given to volunteers have decreased the need for parking validations.</p>		
<ul style="list-style-type: none"> • Eliminate free parking 	FY 2019 (\$19,080)	FTE: 0
<p>Eliminate free parking for the Hampton Roads Naval Museum (HRNM) employees and volunteers. Beginning July 1, 2018, the HRNM will be responsible for its own staff and volunteer parking, as well as a portion of the security personnel costs necessary to maintain the safety and security of staff, visitors, and exhibits.</p>		
<ul style="list-style-type: none"> • Adjust costs for Fleet expenditures 	FY 2019 \$371	FTE: 0
<p>Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.</p>		
<ul style="list-style-type: none"> • Annualize Phase IV of ARMD Compensation Strategy 	FY 2019 \$25,739	FTE: 0
<p>Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.</p>		
<ul style="list-style-type: none"> • Adjust required contribution to the city's retirement system 	FY 2019 \$45,715	FTE: 0
<p>Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.</p>		
<ul style="list-style-type: none"> • Update personnel expenditures 	FY 2019 \$4,351	FTE: -4.5
<p>Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.</p>		
Nauticus	Total: (\$1,151,787)	FTE: -13

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accountant III	1 13	\$47,823	\$77,978	0	1	1
Accounting Technician II	1 7	\$29,391	\$47,962	1	0	1
Administrative Assistant I	1 9	\$34,445	\$56,161	1	0	1
Assistant Director	1 21	\$80,963	\$134,732	2	-1	1
Business Manager	1 13	\$47,823	\$77,978	1	0	1
Carpenter II	1 9	\$34,445	\$56,161	1	0	1
Crew Leader I	1 9	\$34,445	\$56,161	1	0	1
Curator	1 12	\$44,339	\$72,308	1	0	1
Director of Maritime Center	1 24	\$94,656	\$162,302	1	0	1
Education Specialist	1 7	\$29,391	\$47,962	3	1	4
Electrician II	1 9	\$34,445	\$56,161	1	-1	0
Electronics Technician I	1 8	\$31,804	\$51,864	1	0	1
Electronics Technician II	1 10	\$37,337	\$60,884	1	0	1
Exhibits Manager / Designer	1 13	\$47,823	\$77,978	1	0	1
Grants & Development Coordinator	1 14	\$52,020	\$86,041	1	-1	0
Maintenance Mechanic II	1 8	\$31,804	\$51,864	2	-1	1
Management Analyst III	1 14	\$52,020	\$86,041	1	0	1
Manager of Visitor Marketing	1 14	\$52,020	\$86,041	1	-1	0
Manager of Visitor Services	1 12	\$44,339	\$72,308	2	-1	1
Operations Manager	1 14	\$52,020	\$86,041	1	1	2
Property Manager	1 15	\$56,314	\$92,075	1	0	1
Public Relations Specialist	1 12	\$44,339	\$72,308	1	-1	0
Public Services Coordinator	1 11	\$40,805	\$66,586	1	-1	0
Sales Representative	1 11	\$40,805	\$66,586	2	-1	1
Support Technician	1 5	\$25,179	\$41,096	1	0	1
Visitor Services Assistant	1 5	\$25,179	\$41,096	4.3	-3	1.3
Visitor Services Coordinator	1 8	\$31,804	\$51,864	2	-1	1
Visitor Services Specialist	1 10	\$37,337	\$60,884	3	-2	1
Welder	1 10	\$37,337	\$60,884	1	-1	0
Total				40.3	-13	27.3

RECREATION, PARKS AND OPEN SPACE

MISSION STATEMENT

The Department of Recreation, Parks and Open Space enriches the quality of life for residents by providing choices and opportunities for Norfolk residents to recreate, along with developing and operating a full spectrum of recreational services for youth, adults, and special populations, while ensuring the management and maintenance of the city's parks, playgrounds, beaches, urban forestry, and city-owned cemeteries.

DEPARTMENT OVERVIEW

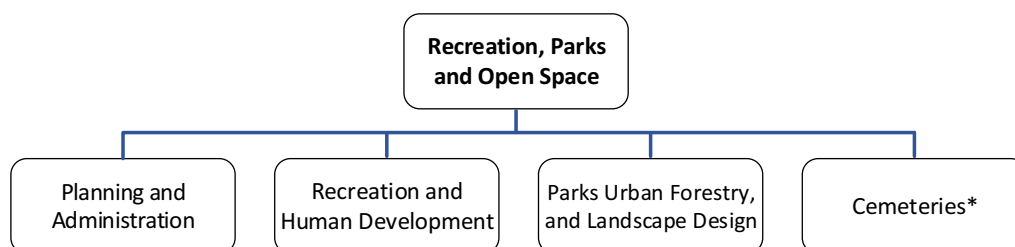
The Department of Recreation, Parks and Open Space consists of four bureaus:

The Bureau of Planning and Administration is comprised of two divisions: Business Services and Public Information. The bureau provides accounting, budgeting, communications and marketing; human resource and financial guidance; services and compliance; policy development and monitoring; youth development; Norfolk Emerging Leader (NEL) and NEL Executive Internship programs; and payroll services.

The Bureau of Recreation and Human Development is comprised of three divisions: Aquatics and Water Activities, Athletics and Special Programs, and Recreation and Leisure Activities. The bureau operates the city's recreation centers and provides opportunities for instructional classes and citywide athletics to include aquatic instructional programs and open swimming, league and open play, senior activities, and therapeutic programs. The bureau also focuses on providing strategic direction, comprehensive recreational programs, and activities for the city's youth, adults, seniors, and special populations. Youth programming is accomplished by overseeing elementary, middle, and high school youth programming, such as before and after school programs and summer camps.

The Bureau of Parks and Urban Forestry and Landscape Design is comprised of three divisions: Urban Forestry, Open Space Planning and Development, and Park Maintenance. The bureau is responsible for management and maintenance of the city's urban canopy consisting of street trees, trees on public property, over 25,000 acres of open space, and the city nursery. The bureau provides grounds maintenance services for all parks, public buildings, roadway medians, public schools, athletic fields, and city parcels. Additionally, the bureau maintains and manages seven miles of public beaches and provides landscape architecture and development for city projects as well as review of private landscape projects.

The Bureau of Cemeteries works closely with the Bureau of Parks and Urban Forestry to operate and maintain the eight city-owned cemetery locations throughout the city. The activities of Cemeteries are presented in the Special Revenue Fund pages.



*Shown also in the Special Revenue Section

PERFORMANCE MEASURES

Goal
Enhance the vitality and aesthetic beauty of Norfolk's neighborhoods, roadway medians, parks, public grounds and tree canopy

Objective
Improve maintenance of public property and infrastructure

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of street tree pruning requests received (New measure in FY 2017)	0	1,108	1,700	1,700	0
Percent of residents rating park aesthetic quality (inclusive of signage, etc.) as either good or excellent (New measure in FY 2017, initial data collection planned in Spring/ Summer 2018)	0	0	80	80	0
Percent of city covered by tree canopy (New measure in FY 2017)	0	33	33	33	0
Acreage of parks improved in a given fiscal year (New measure in FY 2017)	0	6	2	2	0
Number of athletic facility improvements (New measure in FY 2017)	0	3	1	1	0
Percent of city properties maintained on a 10-12 working days or less mowing cycle	95	66	85	85	0
Percent of street tree pruning requests fulfilled	74	63	65	65	0

Goal
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services

Objective
Increase access to activities and resources, such as recreation center programs and events that promote healthy lifestyles

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of participants for water safety instructional programs, including Schoolsplash, Summerplunge, etc. (New measure in FY 2017)	0	31,813	14,000	14,000	0
Number of participants in youth and adult sports (New measure in FY 2017)	0	5,694	6,600	6,600	0
Estimated healthcare costs savings (in dollars) attributable to participation in recreation programming and recreation center visitation: Health Value Indicator (New measure in FY 2017)	0	1,515,910	1,515,750	1,515,750	0

Number of participants in recreation programming (New measure in FY 2017)	0	73,622	74,600	74,600	0
Daily average attendance at indoor pools	1,152	2,195	850	850	0
Average daily attendance at recreation and community centers	8,366	6,142	6,200	6,200	0

Goal

Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services

Objective

Enhance resident teens' capacity to shape neighborhoods and communities by developing community projects, events and/or programs

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of Norfolk Youth projects and events	21	3	7	7	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$13,885,915	\$13,780,047	\$15,143,622	\$15,373,898
Materials, Supplies and Repairs	\$1,575,826	\$1,459,482	\$1,336,864	\$1,345,927
Contractual Services	\$1,243,784	\$1,819,711	\$1,189,348	\$1,076,064
Equipment	\$18,064	\$29,716	\$42,612	\$42,612
Department Specific Appropriation	\$87,260	\$0	\$0	\$0
Total	\$16,810,849	\$17,088,956	\$17,712,446	\$17,838,501

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$51,075	Donations to Recreation and Parks	0
		Senior and Adult Programs	
		Tree Recovery Parks and Forestry	

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$139,663** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Increase support at computer resource centers** **FY 2019 \$15,000** **FTE: 0**

Provide funds for increased programming and services at Oakleaf Village, Diggs Town, and the Campostella Heights computer resource centers. Additional programming includes support for student achievement through academic remediation services.

• **Transfer special programs** **FY 2019 (\$115,000)** **FTE: -2**

Technical adjustment to transfer support for the Global Institute for Empowerment and Leadership Development (GIELD), Youth Leadership, and the Southside Boys and Girls Club at Diggs Town programs to the Outside Agencies department. A corresponding adjustment can be found in Outside Agencies.

• **Transfer funds for a Project Manager position** **FY 2019 (\$61,167)** **FTE: 0**

Transfer funds for a Project Manager position from the Department of Recreation, Parks, and Open Spaces to the Department of Public Works. The position was transferred in the Adopted FY 2018 Budget without the corresponding funding. A corresponding adjustment can be found in the Department of Public Works.

• **Support increase for water and sewer rates** **FY 2019 \$1,716** **FTE: 0**

Technical adjustment to provide additional funding for water and sewer rate increases. The water rate will increase by \$0.18 from \$4.93 per cubic feet (CCF) to \$5.11 per CCF and the sewer rate will increase by \$0.17 from \$4.13 per CCF to \$4.30 per CCF.

• **Eliminate Healthy Norfolk Program initiative** **FY 2019 (\$45,682)** **FTE: -1**

Eliminate the Healthy Norfolk Program. Healthy Norfolk was an initiative created in FY 2012 to improve health and wellness throughout the city through partnerships and community collaboration. The realignment of the Healthy Norfolk Program will eliminate the vacant Health and Fitness Facilitator position.

• **Adjust costs for Fleet expenditures** **FY 2019 \$14,063** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$148,888** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system**

FY 2019 \$75,593 FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 (\$47,019) FTE: -10

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Recreation, Parks and Open Space

Total: \$126,055 FTE: -13

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Administrative Assistant I	1 9	\$34,445	\$56,161	0	1	1
Administrative Technician	1 7	\$29,391	\$47,962	1	0	1
Applications Analyst	1 14	\$52,020	\$86,041	1	0	1
Architect I	1 13	\$47,823	\$77,978	1	-1	0
Architect III	1 17	\$64,260	\$104,872	2	0	2
Architect IV	1 18	\$68,697	\$112,020	1	0	1
Assistant Director	1 21	\$80,963	\$134,732	1	0	1
Athletics Groundskeeper	1 7	\$29,391	\$47,962	3	0	3
Bureau Manager	1 18	\$68,697	\$112,020	3	0	3
City Forester	1 14	\$52,020	\$86,041	1	0	1
Director of Recreation, Parks, & Open Space	1 24	\$94,656	\$162,302	1	0	1
Division Head	1 16	\$60,149	\$98,068	5	0	5
Equipment Operator II	1 7	\$29,391	\$47,962	19	-3	16
Equipment Operator III	1 8	\$31,804	\$51,864	7	0	7
Equipment Operator IV	1 9	\$34,445	\$56,161	1	0	1
Facilities Manager	1 13	\$47,823	\$77,978	4	-1	3
Financial Operations Manager	1 15	\$56,314	\$92,075	1	0	1
Fiscal Monitoring Specialist I	1 11	\$40,805	\$66,586	1	0	1
Forestry Crew Leader	1 11	\$40,805	\$66,586	6	0	6
Forestry Supervisor	1 14	\$52,020	\$86,041	1	0	1
Geographic Information Systems Technician II	1 11	\$40,805	\$66,586	1	0	1
Groundskeeper	1 4	\$23,333	\$38,047	13	-1	12
Groundskeeper Crew Leader	1 9	\$34,445	\$56,161	22	-1	21
Health & Fitness Facilitator	1 10	\$37,337	\$60,884	1	-1	0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Horticulture Technician	1 5	\$25,179	\$41,096	2	0	2
Horticulturist	1 12	\$44,339	\$72,308	1	0	1
Lifeguard	1 4	\$23,333	\$38,047	13	1	14
Maintenance Mechanic I	1 6	\$27,438	\$44,737	5	-1	4
Maintenance Mechanic II	1 8	\$31,804	\$51,864	3	0	3
Maintenance Mechanic III	1 9	\$34,445	\$56,161	1	-1	0
Maintenance Supervisor II	1 12	\$44,339	\$72,308	6	0	6
Messenger/Driver	1 2	\$20,099	\$32,778	1.9	0	1.9
Office Assistant	1 3	\$21,646	\$35,301	2.7	-1	1.7
Office Manager	1 9	\$34,445	\$56,161	1	0	1
Park Ranger	1 7	\$29,391	\$47,962	3	-1	2
Project Coordinator	1 13	\$47,823	\$77,978	1	0	1
Recreation Specialist	1 9	\$34,445	\$56,161	32.9	-2	30.9
Recreation Supervisor	1 11	\$40,805	\$66,586	19	1	20
Recreation Supervisor, Senior	1 13	\$47,823	\$77,978	10	-1	9
Staff Technician II	1 9	\$34,445	\$56,161	2	0	2
Support Technician	1 5	\$25,179	\$41,096	1.9	-1	0.9
Therapeutic Recreation Specialist	1 9	\$34,445	\$56,161	4.4	0	4.4
Tree Trimmer I	1 8	\$31,804	\$51,864	3	0	3
Tree Trimmer II	1 10	\$37,337	\$60,884	6	0	6
Total				216.7	-13	203.7

Central and Outside Agency Appropriations



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CENTRAL APPROPRIATIONS

The City of Norfolk provides funds for programs and services not directly attributable to specific city departments through Central Appropriations. These funds are used for a variety of purposes, including supplemental compensation and benefit payments to employees and retirees, economic development initiatives, support for citywide strategic priority programs, sponsorship for local events, insurance premiums and claims, and operating contingencies. Central Appropriations also provides support to eight city-owned cemeteries and emergency management and communications.

Central Appropriations is divided into four categories:

Compensation and Benefits: Funds are designated for employee benefit payouts, unemployment compensation, worker's compensation claims, and costs related to staffing and organizational redesign.

General Administration: Funds are designated for citywide strategic priorities, such as St. Paul's redevelopment and resilience initiatives; economic development initiatives for business retention and development; employee recognition events and parking; and sponsorships to support local events.

Risk Management: Funds are designated for the payment of insurance premiums and general liability, property, and automobile claims in addition to associated legal fees. Operating contingency funds are used to mitigate risk associated with unforeseen challenges which may occur during the fiscal year.

Transfers Out: Funds are used to support operations for Cemeteries and Emergency Preparedness and Response.

CENTRAL APPROPRIATIONS

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Compensation and Benefits					
Line of Duty Act					
Benefit for public safety personnel injured or killed in the line of duty	713,311	808,383	679,115	1,290,000	610,885
Retiree Benefit Reserve					
Death benefit to eligible retirees	42,500	17,500	45,000	45,000	0
Retiree Healthcare					
City supplement to monthly healthcare premiums paid by participating retirees.	99,970	86,930	126,800	126,800	0
Retiree Supplement					
Funds for one-time supplement for retirees who met specific service time and income requirements	351,900	568,480	600,000	0	-600,000
Staffing and Organizational Redesign Initiative					
Expenses related to strategic reorganization, retirement incentive payouts and personnel actions.	150,763	11,615	500,000	0	-500,000

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Compensation and Benefits					
Unemployment Compensation	122,656	141,453	220,000	220,000	0
Unemployment insurance claim payments					
Virginia Worker's Compensation	4,913,169	4,905,483	5,015,920	5,218,486	202,566
Claim payments, related third-party administration, and state taxes					
Subtotal	6,394,269	6,539,844	7,186,835	6,900,286	-286,549
General Administration					
Advisory Services	300,000	361,885	425,000	425,000	0
Urban design consulting					
Boards and Commission Expenses¹	0	0	28,445	28,445	0
Expenditures associated with Norfolk boards and commissions					
Development Initiatives	445,000	466,636	863,000	846,000	-17,000
Support for business retention, feasibility analysis, and development initiatives.					
Employee Recognition Incentive	75,001	74,493	75,000	75,000	0
Support for employee recognition events					
Implement Gain Sharing Program					
Gain Sharing ongoing savings	0	0	0	-1,000,000	-1,000,000
Gain Sharing payouts	0	0	0	500,000	500,000

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
General Administration					
HUD Obligation²					
Moved from Outside Agencies	139,918	0	0	0	0
GPS Fleet Tracking System					
Support GPS tracking system for Fleet Maintenance	52,266	38,104	70,000	70,000	0
Housing Trust Fund³					
Funds to support the Housing Trust Fund initiatives	0	0	700,000	700,000	0
Lifelong Learning Initiative					
Funds to support Norfolk Ready by Five Initiative	50,000	0	0	0	0
Municipal Parking - Long-term City Parking					
Support for city employee parking costs	1,149,038	1,149,038	1,149,038	1,349,038	200,000
Municipal Parking - Development					
Parking incentives	274,395	319,100	319,100	319,100	0
Poverty Commission					
Support for Poverty Commission Initiatives	500,000 ⁴	0	0	0	0
Resilience Initiatives	0	0	0	1,851,000	1,851,000
Smart Processing					
Support for the Smart Processing Initiative	244,002	210,801	250,000	250,000	0

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
General Administration					
St. Paul's Redevelopment					
Funds for the St. Paul's People First initiative and project management	0	0	0	3,358,352	3,358,352
Special Programs and Sponsorships					
Support for local events	131,125	155,856	200,000	200,000	0
Subtotal	3,360,745	2,775,913	4,079,583	8,971,935	4,892,352
Risk Management and Reserves					
Claim Payments and Insurance					
General liability, property and automobile insurance, and associated legal fees	4,218,369	3,938,319	5,881,600	3,881,600	-2,000,000
Operating Contingency					
Contingency funds for unforeseen challenges that may occur during the year	782,234	0	1,950,000	1,950,000	0
Subtotal	5,000,603	3,938,319	7,831,600	5,831,600	-2,000,000
Transfers Out					
Cemeteries Support					
Support for operations	211,813	232,748	339,088	230,994	-108,094
Emergency Preparedness Support					
Support for operations	940,976	673,797	1,138,883	1,276,691	137,808

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Transfers Out					
Subtotal	1,152,789	906,545	1,477,971	1,507,685	29,714
Central Appropriations Total	15,908,406	14,160,621	20,575,989	23,211,506	2,635,517

¹Actual amounts reflect expenditures made directly from this budget line. Budgeted amounts may have been transferred to other city departments for expenditure. Actual expenditures for such transfers are reflected in the respective city departments.

²HUD obligation moved to Central Appropriations due to reclassification from Outside Agencies in FY 2016. A corresponding note is included in Outside Agencies.

³In FY 2016, \$1.4 million was appropriated for the Housing Trust Fund. The FY 2019 Budget re-appropriates \$700,000 to the Capital Improvement Plan to support the "Strengthen Neighborhoods through Affordable Housing Initiatives" project.

⁴Amount reflects FY 2016 budget, not actual expenditures.

OUTSIDE AGENCIES

The City of Norfolk recognizes partnerships with outside organizations and agencies as vital to optimally support citywide priorities. These agencies provide services, programming and events the city cannot provide alone. The city partners directly with outside agencies through funding for operational support or in support of a new initiative. Having a wider range of cultural and entertainment amenities contributes to the economic health of the city and augments its attractiveness as a potential locale for business relocation.

NORFOLK CONSORTIUM

Arts and culture are integral to community attachment and satisfaction in the City of Norfolk. Arts and culture organizations help identify the underlying character, the unique meaning, and value of the city. The city's intrinsic nature is ever changing and evolving to meet the needs of the community. To preserve and enhance this local identity and uniqueness, the Norfolk Consortium was created in FY 2012. Through the Consortium, the city's large event organizations encourage collaborative service delivery, revenue growth, reduce duplication, and co-sponsor large scale events. The Consortium's contribution is invaluable to the city's economic vitality, quality of life and sense of place. These member organizations define the City of Norfolk as the cultural center of the Hampton Roads region.

Consortium members include: Cultural Facilities, Arts and Entertainment, Chrysler Museum, MacArthur Memorial, Norfolk Botanical Garden, Norfolk Commission on the Arts and Humanities, Norfolk Convention and Visitor's Bureau (Visit Norfolk), Norfolk Festevents, Norfolk NATO Festival, Nauticus, Virginia Arts Festival, Virginia Opera, Virginia Stage Company, Virginia Symphony and Virginia Zoo.

Through a strategic and holistic approach, sponsored activities result in increased revenues and a leveraging of non-city resources. Financial support in FY 2019 is provided through the General Fund and other sources:

Norfolk Consortium Financial Support	
Source	FY 2019 Adopted
General Fund Member Support ¹	\$8,571,185
Norfolk Consortium Bed Tax ²	\$1,035,500
Public Amenities	\$3,000,000
Flat Bed Tax dedicated to Visit Norfolk ²	\$1,035,500
Total	\$13,642,185

¹Does not include General Fund support for city departments: Nauticus, MacArthur Memorial, Virginia Zoo, and Cultural Facilities, Arts and Entertainment.

²Actual amounts distributed from bed tax may vary depending on actual revenue collected.

NORFOLK CONSORTIUM MEMBER FUNDING

Consortium Member Support (does not include city departments)		
Member	FY 2018 Adopted	FY 2019 Adopted
Chrysler Museum of Art	\$2,917,832	\$2,921,902
Norfolk Botanical Gardens	\$1,226,659	\$1,228,985
Norfolk Commission on the Arts and Humanities	\$248,338	\$248,338
Norfolk Convention and Visitor's Bureau (Visit Norfolk)	\$4,802,618	\$4,864,246
Norfolk Festevents	\$2,066,551	\$2,225,017
Norfolk NATO Festival	\$179,226	\$181,551
Virginia Arts Festival	\$960,961	\$969,682
Virginia Opera	\$309,500	\$312,988
Virginia Stage Company	\$285,000	\$288,488
Virginia Symphony	\$297,000	\$300,488
Citywide Marketing	\$125,500	\$100,500
TOTAL	\$13,419,185	\$13,642,185

OUTSIDE AGENCY FUNDING

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Grant Providers on Behalf of City					
Norfolk Commission on the Arts and Humanities					
Pass through grants to arts agencies; housed in Cultural Facilities, Arts and Entertainment	959,838	248,338	248,338	248,338	0
Norfolk Department of Human Services Grants¹					
Pass through grants to local social services agencies; managed by Department of Human Services	0	0	662,177	662,177	0
SUBTOTAL	959,838	248,338	910,515	910,515	0
Funds to Community Partners					
Downtown Norfolk Council					
General operating support	60,000	110,000	60,000	120,000	60,000
Eastern Virginia Medical School					
General operating support	709,348	709,348	709,348	709,348	0
Friends of Fred Huetten					
General operating support	17,500	17,500	17,500	17,500	0
The Governor's School for the Arts					
General operating support	0	0	50,000	50,000	0
Garden of Hope (Second Chances)					
General operating support	435,000	435,000	435,000	435,000	0

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Funds to Community Partners					
Global Institute for Empowerment and Leadership Development (GIELD)²	0	0	0	20,000	20,000
General operating support					
Healthy Neighborhood Enterprises (formerly Hampton Roads Community Development Corporation)	200,000	0	0	0	0
General operating support					
Legal Aid Society of Eastern Virginia	8,364	8,364	8,364	9,964	1,600
General operating support					
The Literacy Partnership	50,000	50,000	50,000	50,000	0
General operating support					
Norfolk Criminal Justice Services	106,689	158,932	158,932	158,932	0
Funds to supplement state grant					
Norfolk Sister City Association	50,000	50,000	65,000	65,000	0
General operating support					
Opportunity Inc.	0	0	61,598	61,598	0
Workforce development					
General operating support					
Southside Boys and Girls Club at Diggs Town²	0	0	0	75,000	75,000
General operating support					

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Funds to Community Partners					
St. Mary's Home for the Disabled	20,000	20,000	20,000	20,000	0
General operating support					
Square One	37,336	37,336	37,336	37,336	0
General operating support					
Youth Leadership²	0	0	0	20,000	20,000
General operating support					
SUBTOTAL	1,694,237	1,596,480	1,673,078	1,849,678	176,600
Public-Private Partnerships for City-Owned Facilities					
Chrysler Museum	2,847,832	2,917,832	2,917,832	2,921,902	4,070
General operating support					
Nauticus Foundation	0	0	0	200,000	200,000
Incentive Agreement - provides 50 percent of admission receipts in excess of \$1.8 million in FY 2019					
Norfolk Botanical Gardens	1,186,659	1,226,659	1,226,659	1,228,985	2,326
General operating support					
Virginia Zoo Society	325,000	325,000	325,000	325,000	0
General operating support					
Incentive Agreement - provides 50 percent of gate receipts in excess of \$1.68 million in FY 2019	302,347	290,560	409,138	332,200	-76,938
SUBTOTAL	4,661,838	4,760,051	4,878,629	5,008,087	129,458

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Public-Private Partnerships for Tourism and Special Event Organizations					
Caribfest	50,000	50,000	50,000	50,000	0
General operating support					
Hampton Roads Sports Commission	0	36,000	36,000	36,000	0
General operating support					
Hampton Roads Pridefest	0	0	50,000	50,000	0
General operating support. FY 2019 completes a two-year commitment					
Junior Olympics	0	35,300	35,300	35,300	0
FY 2019 completes three-year commitment to support Junior Olympics					
Norfolk Consortium³	752,552	0	0	0	0
Revenue from \$1 increase in bed tax beginning in FY 2012; FY 2017 funds redistributed to Consortium members					
Citywide Marketing Efforts	0	0	125,500	100,500	-25,000
Norfolk Convention and Visitors Bureau (Visit Norfolk)					
General operating support	3,617,118	3,817,118	3,817,118	3,828,746	11,628
Revenue from \$1 flat bed tax	955,998	996,118	985,500	1,035,500	50,000
Norfolk Festevents					
General operating support	1,623,363	2,103,363	1,945,363	2,128,829	183,466
Jazz Festival	71,188	71,188	71,188	71,188	0

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Public-Private Partnerships for Tourism and Special Event Organizations					
Norfolk Festevents (cont.)					
Ocean View Programming	0	0	0	25,000	25,000
Norfolk Naval Station Centennial Celebration FY 2018	0	0	50,000	0	-50,000
Norfolk Festevents Subtotal	1,694,551	2,174,551	2,066,551	2,225,017	158,466
Norfolk NATO Festival	139,226	179,226	179,226	181,551	2,325
General operating support					
Virginia Arts Festival					
General operating support	645,523	795,523	795,523	802,743	7,220
Special funding for Virginia Tattoo and Dance Series	165,438	165,438	165,438	166,939	1,501
Virginia Arts Festival Subtotal	810,961	960,961	960,961	969,682	8,721
Virginia Opera	0	309,500	309,500	312,988	3,488
General operating support					
Virginia Stage Company	0	285,000	285,000	288,488	3,488
General operating support					
Virginia Symphony	0	297,000	297,000	300,488	3,488
General operating support					
SUBTOTAL	8,020,406	9,140,774	9,197,656	9,414,260	216,604

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Public Partnerships to Provide Services					
Hampton Roads Transit (HRT)					
Light rail transit (LRT) service	5,977,325	6,171,469	6,153,552	6,910,333	756,781
Advance capital	600,697	551,467	520,497	552,286	31,789
Commission expense	177,932	158,311	136,576	203,606	67,030
Ferry service	120,309	255,760	374,238	272,088	-102,150
Paratransit	1,644,600	1,913,661	2,154,460	1,835,264	-319,196
Regular bus service	10,184,813	10,159,003	10,648,880	10,299,651	-349,229
Capital match for bus replacement	0	192,951	192,951	192,951	0
Prior year reconciliation	0	1,973,481	700,000	0	-700,000
HRT Subtotal	18,705,676	21,376,103	20,881,154	20,266,179	-614,975
Norfolk Redevelopment and Housing Authority					
Administrative support	1,000,000	1,300,000 ⁴	1,300,000	1,300,000	0
Rental of space - 201 Granby Street	89,945	0	0	0	0
Rental of Monroe Building for the Virginia Stage Company	101,617	104,158	106,762	109,431	2,669
SUBTOTAL	19,897,238	22,780,261	22,287,916	21,675,610	-612,306
Contractual Obligations					
Economic Development Incentive Grants					
Economic Development Incentive Grants	907,610	77,000	693,481	2,411,989	1,718,508
NRHA Economic Incentive Grants	1,436,852	1,718,593	1,531,933	2,172,708	640,775

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Contractual Obligations					
Hampton Roads Regional Jail⁵	0	0	0	6,300,834	6,300,834
General operating support					
Housing First Program	140,000	140,000	140,000	140,000	0
Contract to provide homeless support					
Tidewater Community College	6,000	6,000	6,000	6,000	0
General operating support					
Tourism Infrastructure Repairs	750,000	883,000	944,000	0	-944,000
Revenue from 1% of the hotel tax; FY 2019 funds are distributed to specific projects					
Nauticus Foundation - Exhibits	0	0	0	250,000	250,000
Norfolk Botanical Gardens - Capital Campaign	0	0	0	500,000	500,000
Virginia Stage Company - Wells Theater HVAC	0	0	0	194,000	194,000
Contingency	0	0	0	77,000	77,000
Tourism Infrastructure Repairs Subtotal	750,000	883,000	944,000	1,021,000	77,000
Waterside Marriott Convention Center Subsidy	195,000	195,000	195,000	195,000	0
Maintenance subsidy agreement with the Marriott Hotel's management company					
SUBTOTAL	3,435,462	3,019,593	3,510,414	12,247,531	8,737,117

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Memberships and Dues					
Hampton Roads Chamber of Commerce	12,000	12,000	12,000	12,000	0
Event sponsorship					
Hampton Roads Economic Development Alliance	233,494	232,819	234,073	232,859	-1,214
Membership dues based on per capita expense					
Hampton Roads Military & Federal Facilities Alliance	121,402	123,197	123,595	123,544	-51
Membership dues based on per capita expense					
Hampton Roads Planning District Commission	246,392	246,394	247,189	252,028	4,839
Membership dues based on per capita expense (includes funds for Metropolitan Medical Response System)					
Virginia First Cities	43,230	43,230	45,392	47,438	2,046
Membership dues based on pro-rata population fee schedule					
Virginia Municipal League	56,721	58,003	59,163	59,340	177
Membership dues based on annual population estimate					
SUBTOTAL	713,239	715,643	721,412	727,209	5,797

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Other Arrangements					
Downtown Improvement District (DID) Pass Through Revenue	1,755,001	1,753,954	1,777,800	1,936,800	159,000
Revenue from special district real estate tax collections used for DID activities					
Downtown Improvement District (DID) Public and Performing Arts Group⁶	86,320	117,500	118,500	129,100	10,600
Revenue from special district real estate tax collections used for DID activities					
SUBTOTAL	1,841,321	1,871,454	1,896,300	2,065,900	169,600
TOTAL	41,223,579	44,132,594	45,075,920	53,898,790	8,822,870

¹Grant funds are transferred to the Department of Human Services annually. Actual expenditures are reflected in that department.

²Community partnerships were previously funded by the Department of Recreation, Parks and Open Space (RPOS). The funds were transferred to Outside Agencies in FY 2019.

³Budgeted amounts may have been transferred to other city departments or organizations for expenditure. Actual expenditures for such transfers are reflected in the respective city departments or organizations.

⁴In FY 2017, \$300,000 increase for administrative support previously funded through the Capital Improvement Plan.

⁵Beginning in FY 2019, the HRRJ budget will be in Outside Agencies. The increase in FY 2019 from FY 2018 reflects the transfer of the HRRJ budget from Sheriff and Jail to Outside Agencies. A corresponding adjustment can be found in Sheriff and Jail.

⁶Beginning in FY 2017, one cent from the DID special district real estate tax collections is dedicated to Granby Street lights.

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Public Health and Assistance



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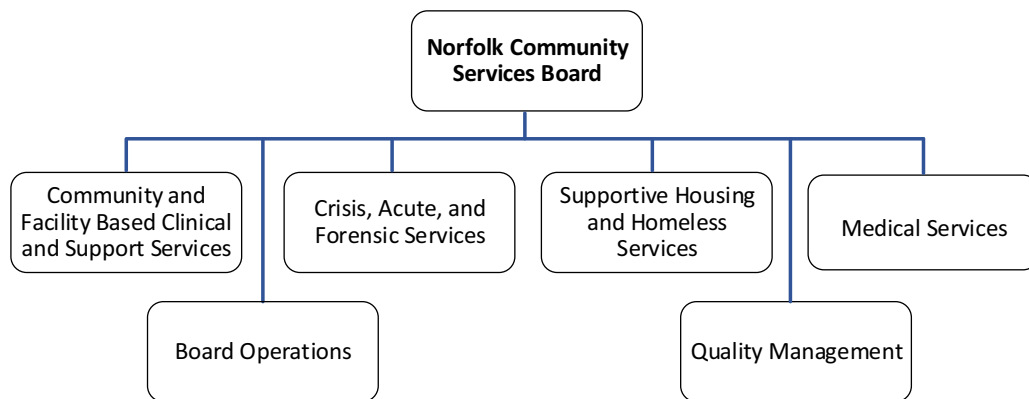
NORFOLK COMMUNITY SERVICES BOARD

MISSION STATEMENT

To provide the residents of Norfolk who experience behavioral health and developmental disabilities with quality services that instill hope and recovery.

DEPARTMENT OVERVIEW

Founded in 1969, the Norfolk Community Services Board (NCSB) is the primary provider of public mental health, substance abuse, and developmental disability services for the most vulnerable persons needing those services in the City of Norfolk. NCSB serves over 6,000 infants, children, and adults annually. The NCSB became a city department in July 2012. Services are designed to meet the most pressing needs not available in the private sector. Primary goals of service delivery include clinical intervention and working with consumers to ensure they have assistance in addressing healthcare, housing, income, and overall personal needs. NCSB services are focused on persons experiencing the following that without acute intervention, long-term support, or intensive community support would have historically been institutionalized or faced disabling consequences: serious mental illness, serious emotional disturbances, substance abuse addictions, and developmental disabilities. These services are provided across seven NCSB service locations, as well as in state and local hospitals, housing programs, homeless shelters, private homes, group living settings, jails, courts, and schools.



PERFORMANCE MEASURES

Goal

Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families through the provision of an array of programs and services

Objective

Provide a range of mental health, substance abuse, housing, and crisis stabilization services to improve client outcomes

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of Mental Health/Co-Occurring Court/Jail Diversion participants without new criminal justice involvement while in the program (New measure in FY 2017)	0	99.4	85	85	0
Percent of individuals enrolled in Substance Abuse Case Management (SACM) for more than 90 days having negative drug screens (New measure in FY 2017)	0	57.7	80	80	0
Percent of PTSD/Trauma program participants experiencing a decrease in depressive symptoms (New measure in FY 2017)	0	92.8	60	60	0
Percent of individuals detained who are admitted to a community hospital or stabilization unit within 8 hours (New measure in FY 2017)	0	82.8	70	70	0
Percent of dispatched Crisis Intervention Team (CIT)-involved calls to NPD resolved without arrest or legal charges (New measure in FY 2017)	0	98.9	70	70	0
Percent of Community Integration consumers who do not require re-hospitalization during time of enrollment in the program (New measure in FY 2017)	0	82.6	85	85	0
Percent of individuals enrolled in Medication Assisted Treatment Program (MAT) participating in treatment for more than one year who have no illicit opiate use (New measure in FY 2017)	0	81.5	80	80	0
Percent of youth enrolled in Child and Adolescent Services (CAS) programming for 90 days or more reporting positive gain from treatment (New measure in FY 2017)	0	71.6	80	80	0

Percent of individuals enrolled in Intensive Care Coordination (ICC) who successfully transition out of residential programs into the community (New measure in FY 2017)	0	98.1	95	95	0
Percent of Shelter Plus Care tenants maintaining permanent housing for at least one year from program entry date (New measure in FY 2017)	0	100	80	80	0

Goal

Increase accessibility to lifelong learning

Objective

Increase preschoolers' learning readiness

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of children with a planned transition from the Infant and Toddler Connection of Norfolk program who are ready for non-specialized preschool	81	73	45	45	0

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Charges for Services	\$5,980,802	\$5,796,150	\$5,496,000	\$5,775,062
Miscellaneous Revenue	\$29,073	\$47,494	\$5,100	\$5,100
Recovered Costs	\$17,988	\$0	\$30,000	\$30,000
Categorical Aid - Virginia	\$10,991,909	\$11,189,956	\$11,251,600	\$9,963,545
Carryforward	\$863,531	\$1,261,767	\$1,000,000	\$1,000,000
Local Match	\$3,559,095	\$3,699,289	\$5,912,658	\$5,601,487
Federal Aid	\$2,710,081	\$2,859,132	\$2,946,064	\$2,946,064
Total	\$24,152,479	\$24,853,788	\$26,641,422	\$25,321,258

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$17,188,037	\$17,639,435	\$19,159,233	\$19,630,723
Materials, Supplies and Repairs	\$699,930	\$773,183	\$1,166,445	\$482,298
Contractual Services	\$5,598,284	\$5,675,426	\$5,481,150	\$4,325,074
Equipment	\$19,872	\$54,652	\$47,200	\$52,200
Public Assistance	\$645,866	\$710,673	\$705,775	\$749,344
Department Specific Appropriation	\$490	\$419	\$81,619	\$81,619
Total	\$24,152,479	\$24,853,788	\$26,641,422	\$25,321,258

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$4,816,343	Adult Drug Court Treatment Program	34.1
		Crisis Intervention Program	
		Eastern State Bed Reduction Program	
		Electronic Health Record System	
		Intellectual Disability Housing	
		Jail Recidivism and Diversion Program	
		Opioid Prevention, Treatment and Recovery	
		PACT Forensics	
		Permanent Supportive Housing	
		Same Day Access and Daily Living Activities	
		SAMSHA-CABHI Road 2 Home - Three Year Grant	
		Strategic Planning, Prevention, Treatment and Recovery	
		TANF - Employment grant	
		VDBHDS Mental Health Supportive Housing	

ADOPTED FY 2019 BUDGET ACTIONS

• Provide funds for citywide compensation increase FY 2019 \$148,229 FTE: 0

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• Enhance mental health services FY 2019 \$262,618 FTE: 6

Provide funds for the addition of three Case Manager III's and three Case Manager I's who will provide mental health services. These positions are supported by insurance revenue for billed services. A corresponding revenue adjustment has been made.

• Support assertive discharge planning FY 2019 \$58,654 FTE: 1

Provide funds for a Case Manager III responsible for jail discharge planning. Jail discharge planning is a service required by the Virginia Department of Behavioral Health and Developmental Services. This position was previously funded by the Community Development Block Grant (CDBG).

- Enhance Developmental Disability Support**

Provide funds for the addition of a Case Manager III who will provide support services to people with developmental disabilities. This position is supported by insurance revenue for billed services. A corresponding revenue adjustment has been made.

FY 2019 \$46,892 FTE: 1
- Support the Infant Toddler Connection program**

Provide funds for the Infant Toddler Connection program. This will enhance the therapies provided through contractors specializing in early interventions for children from birth to age three who are born with developmental delays. A corresponding revenue adjustment has been made.

FY 2019 \$29,000 FTE: 0
- Transfer restricted funds to special revenue account**

Transfer funds out of the General Fund into a Special Revenue account which is set up for restricted funding. The Commonwealth of Virginia provides Norfolk Community Services Board with funding that is restricted to the use of pharmacy services. The revenue and expenditures will be transferred to a restricted account in FY 2019. A corresponding revenue adjustment has been made.

FY 2019 (\$566,470) FTE: 0
- Transfer funds for Discharge Assistance Planning**

Transfer funds previously appropriated for the Discharge Assistance Planning (DAP) program to the Western Tidewater Community Services Board (WTCSB). Discharge Assistance Planning was reorganized and will be administered by WTCSB beginning in FY 2018.

FY 2019 (\$600,000) FTE: 0
- Adjust funds for electronic health records system**

Technical adjustment to provide funds for a five percent annual increase in contractual maintenance of the electronic health records system.

FY 2019 \$29,383 FTE: 0
- Adjust costs for printer and copier maintenance**

Technical adjustment to provide funds for the contractual increase for copier and printer maintenance.

FY 2019 \$1,408 FTE: 0
- Adjust funds for lease payments**

Technical adjustment to adjust rent expenditures related to lease agreements at four facilities: Virginia Beach Boulevard, Tidewater Drive, Olney Road, and Monticello Ave. Total costs will decrease by \$879 in FY 2019; the FY 2018 budget for building leases was \$1,334,722 while the FY 2019 expense is \$1,333,843.

FY 2019 (\$879) FTE: 0
- Close group homes for people with developmental disabilities**

Close the Hartwick and Bayview group homes for people with developmental disabilities. The current occupants will be rehoused in privately owned group homes. The Virginia Department of Behavioral Health and Developmental Services (DBHDS) will work with the department on acceptable reuse options for the properties. The department will preserve and reprogram some costs and positions in anticipation of the Department of Justice requirement to invest in independent housing for this population, to improve outcomes and decrease caseload sizes. A reduction in personnel corresponds with the closure of the group homes. Revenue associated with the group homes will no longer be collected. A corresponding revenue adjustment has been made.

FY 2019 (\$723,504) FTE: -21.6

- Consolidate Intensive Care Coordination Services**

Eliminate two Case Manager IV's. Intensive Care Coordination (ICC) services will be consolidated with Child and Adolescent services in another division. Child and Adolescent Case Managers can bill for services through insurance. No impact to services is anticipated.

FY 2019 (\$100,529) FTE: -2
- Consolidate Compliance and Quality Management**

Eliminate a Bureau Manager position. The duties of this position will be absorbed by existing staff as a result of increased procedural efficiencies in the areas of compliance and quality management. No impact to service is anticipated.

FY 2019 (\$77,876) FTE: -1
- Restructure support staff for community health center**

Restructure support provided to the Hampton Roads Community Health Center. The Center has hired its own staff, which renders a Support Technician position unnecessary. No impact to service is anticipated.

FY 2019 (\$31,064) FTE: -1
- Remove one-time funds for substance abuse prevention**

Technical adjustment to remove one-time grant funds provided in FY 2018 to support the Norfolk Drug Court's substance abuse prevention services. Services include participant medication, purchase of medical supplies, and participant evaluation. A corresponding revenue reduction has been made.

FY 2019 (\$50,000) FTE: 0
- Remove one-time funds for staff computers**

Technical adjustment to remove one-time funds provided in FY 2018 for two laptop computers. Two computers were needed to support two case manager positions added in FY 2018.

FY 2019 (\$5,000) FTE: 0
- Adjust costs for Fleet expenditures**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

FY 2019 \$13,286 FTE: 0
- Annualize Phase IV of ARMD Compensation Strategy**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

FY 2019 \$151,501 FTE: 0
- Adjust required contribution to the city's retirement system**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

FY 2019 \$86,267 FTE: 0

• **Update personnel expenditures**

FY 2019 \$7,920 FTE: -8.4

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Norfolk Community Services Board

Total: (\$1,320,164) FTE: -26

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accountant I	1 11	\$40,805	\$66,586	1	1	2
Accountant II	1 12	\$44,339	\$72,308	1	-1	0
Accountant IV	1 14	\$52,020	\$86,041	1	0	1
Accounting Supervisor	1 14	\$52,020	\$86,041	1	0	1
Accounting Technician II	1 7	\$29,391	\$47,962	1	0	1
Administrative Analyst	1 13	\$47,823	\$77,978	1	0	1
Administrative Assistant I	1 9	\$34,445	\$56,161	4	1	5
Administrative Assistant II	1 10	\$37,337	\$60,884	7	1.5	8.5
Administrative Manager	1 15	\$56,314	\$92,075	1	0	1
Administrative Technician	1 7	\$29,391	\$47,962	2	0	2
Assistant Director	1 21	\$80,963	\$134,732	1	0	1
Bureau Manager	1 18	\$68,697	\$112,020	1	-1	0
Case Manager I	1 7	\$29,391	\$47,962	0	3	3
Case Manager II	1 9	\$34,445	\$56,161	14	-4	10
Case Manager III	1 11	\$40,805	\$66,586	56	6	62
Case Manager IV	1 12	\$44,339	\$72,308	15	-1	14
Chief Medical Officer	1 29	*	*	1	0	1
Chief of Nursing	1 16	\$60,149	\$98,068	1	0	1
Clinical Coordinator	1 14	\$52,020	\$86,041	2	0	2
Clinical Supervisor	1 15	\$56,314	\$92,075	2	1	3
Clinician	1 13	\$47,823	\$77,978	12.6	-2.6	10
Compliance Specialist	1 9	\$34,445	\$56,161	1	0	1
Consumer Relations Specialist	1 13	\$47,823	\$77,978	2	0	2
Contract Monitoring Specialist	1 11	\$40,805	\$66,586	1	0	1
Counselor III	1 11	\$40,805	\$66,586	16	-4	12
Counselor IV	1 12	\$44,339	\$72,308	1	0	1
Customer Service Representative	1 5	\$25,179	\$41,096	1	0	1
Data Processor	1 4	\$23,333	\$38,047	2	0	2
Data Quality Control Analyst	1 7	\$29,391	\$47,962	2	0	2
Direct Support Professional I	1 5	\$25,179	\$41,096	14.6	-14.6	0
Direct Support Professional II	1 6	\$27,438	\$44,737	6	-6	0
Division Head	1 16	\$60,149	\$98,068	2	0	2

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Early Childhood Special Educator	1 14	\$52,020	\$86,041	2.5	0	2.5
Emergency Services Counselor	1 12	\$44,339	\$72,308	14.6	-1.8	12.8
Executive Director CSB	1 24	\$94,656	\$162,302	1	0	1
Facilities Manager	1 13	\$47,823	\$77,978	1	0	1
Human Services Aide	1 5	\$25,179	\$41,096	2	2	4
Information Technology Planner	1 14	\$52,020	\$86,041	1	0	1
Information Technology Specialist	1 9	\$34,445	\$56,161	1	0	1
Licensed Practical Nurse	1 11	\$40,805	\$66,586	14	0	14
Maintenance Mechanic I	1 6	\$27,438	\$44,737	1	0	1
Management Analyst I	1 11	\$40,805	\$66,586	3	0	3
Management Analyst II	1 13	\$47,823	\$77,978	1	-1	0
Medical Records Administrator	1 11	\$40,805	\$66,586	1	0	1
Mental Health Professional	1 11	\$40,805	\$66,586	3	0	3
Nurse Coordinator - Supervisor	1 13	\$47,823	\$77,978	3	0	3
Nurse Practitioner	1 20	\$77,520	\$126,409	1	0	1
Operations Controller	1 16	\$60,149	\$98,068	1	0	1
Peer Counselor I	1 8	\$31,804	\$51,864	1	-1	0
Peer Counselor II	1 9	\$34,445	\$56,161	2	-1	1
Pharmacist	1 29	*	*	1	0	1
Practice Manager	1 13	\$47,823	\$77,978	2	-1	1
Program Administrator	1 13	\$47,823	\$77,978	12	0	12
Program Coordinator	1 11	\$40,805	\$66,586	0	3	3
Program Supervisor	1 13	\$47,823	\$77,978	4	-1	3
Programmer/Analyst III	1 13	\$47,823	\$77,978	1	0	1
Programs Manager	1 15	\$56,314	\$92,075	7	0	7
Psychiatrist	1 29	*	*	5.1	0	5.1
Records & Information Clerk	1 4	\$23,333	\$38,047	2	0	2
Registered Nurse	1 12	\$44,339	\$72,308	7.2	-1	6.2
Reimbursement Specialist	1 9	\$34,445	\$56,161	1	0	1
Reimbursement Supervisor	1 14	\$52,020	\$86,041	1	0	1
Reimbursement Technician	1 6	\$27,438	\$44,737	4	0	4
Staff Technician I	1 8	\$31,804	\$51,864	1	0	1
Support Technician	1 5	\$25,179	\$41,096	12.5	-2.5	10
Total				289.1	-26	263.1

*No salary range per compensation plan.

OFFICE TO END HOMELESSNESS

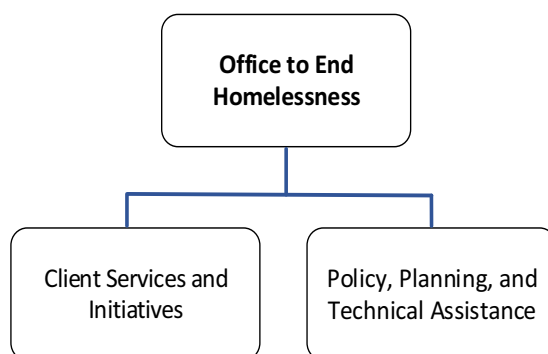
MISSION STATEMENT

The mission of the Office to End Homelessness (OTEH) is to prevent and end homelessness in the City of Norfolk by establishing and promoting sustainable and effective policies, programs, services, and housing that will have a positive impact now and for future generations.

DEPARTMENT OVERVIEW

The Office to End Homelessness' mission is to issue policy and develop strategic approaches and direction to support an effective system to prevent and end homelessness in the City of Norfolk. This is done in partnership with community partners and stakeholders throughout the city and region. OTEH also assists in providing oversight for services and activities which fill a gap that cannot be met by other city departments or within the community.

The office coordinates and supports activities that ensure access to federal and state funding sources to assist in ending homelessness. OTEH also works to ensure the development of city policies to end homelessness. Additionally, the department provides technical assistance and training in order to help ensure effective programs, services, and housing. Direct implementation of programs and services that assist in ending homelessness, including city initiatives and regional partnerships, ensure that an effective array of programs, services, and housing is available in the community.



PERFORMANCE MEASURES

Goal

Create a culture that promotes health, engages in prevention, and supports the economics and social well-being of individuals and families through the provision of an array of programs and services

Objective

Strengthen the network of resources, programs, and services that supports the economic and social well-being of individuals and families

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of homeless service plans developed (New measure in FY 2017)	0	161	250	225	-25
Number of households receiving Tenant-Based Rental Assistance (TBRA) funds (New measure in FY 2017)	0	28	45	40	-5
Percent of individuals developing homeless service plans who secure transitional or permanent housing (New measure in FY 2017)	0	68	85	85	0
Percent of Tenant-Based Rental Assistance (TBRA) household participants who do not return to homelessness within 6 months of graduating from the program (New measure in FY 2017)	0	100	90	85	-5
Percent of Project Homeless Connect participants indicating that the benefit of the event would likely extend beyond the day itself as a result of securing access to services. (New measure in FY 2017)	0	95	80	80	0
Number of homeless individuals attending Project Homeless Connect (New measure in FY 2017)	0	511	400	400	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$216,299	\$243,286	\$263,805	\$232,147
Materials, Supplies and Repairs	(\$1,149)	\$3,533	\$17,923	\$16,023
Contractual Services	\$4,022	\$3,077	\$7,933	\$7,533
Equipment	\$1,926	\$2,427	\$5,200	\$5,200
Public Assistance	\$4,201	\$4,285	\$0	\$2,800
Department Specific Appropriation	\$9,935	\$1,822	\$5,299	\$4,799
Total	\$235,234	\$258,430	\$300,160	\$268,502

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$470,018	ESG Street Outreach Grant	1
		HOME TBRA Program	
		Project Homeless Connect Donation	
		Rapid Re-Housing	

ADOPTED FY 2019 BUDGET ACTIONS

- Provide funds for citywide compensation increase** **FY 2019 \$2,357** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- Increase Emergency Solutions Grant funding** **FY 2019 (\$20,000)** **FTE: 0**

Increase Emergency Solutions Grant funding, which provides program funding to city departments and community partners each year to enhance short-term homeless prevention services. The Office to End Homelessness has been awarded an additional \$20,000 for FY 2019. This will produce savings for operational expenses.

- Increase HOME Investment Partnership grant funding** **FY 2019 (\$25,000)** **FTE: 0**

Increase the HOME Investment Partnership program subgrant award. The HOME grant is subgranted to city departments and community partners each year to enhance housing and homelessness services. The Office to End Homelessness has been awarded an additional \$25,000 for FY 2019. This will produce savings for administrative expenses.

- Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$2,017** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system**

FY 2019 \$1,449 FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 \$7,519 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Office to End Homelessness

Total: (\$31,658) FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Case Manager I	1 7	\$29,391	\$47,962	1	0	1
Director of the Office to End Homelessness	1 20	\$77,520	\$126,409	1	0	1
Program Administrator	1 13	\$47,823	\$77,978	1	0	1
Total				3	0	3

PUBLIC HEALTH

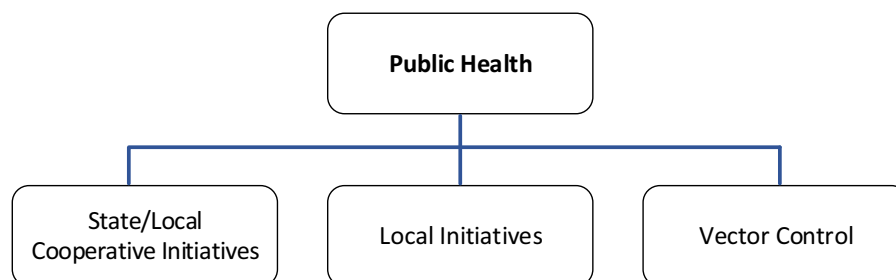
MISSION STATEMENT

To protect the health and promote the well-being of all people in Norfolk.

DEPARTMENT OVERVIEW

The Norfolk Department of Public Health (NDPH) serves as a leader and coordinator of Norfolk's community health system. In conjunction with the state and federal governments, and partners in the public and private health sectors, NDPH plays a fundamental role in protecting and promoting the well-being of all people in Norfolk.

This is achieved through services such as: communicable disease surveillance, investigation and control; community health assessment, promotion and education; environmental health hazards protection; child and mother nutrition; emergency preparedness and response; medical care services; and vital records and health statistics.



PERFORMANCE MEASURES

Goal

Diversify and strengthen Norfolk's economic base

Objective

Increase knowledge, skills, and abilities of Norfolk's workforce

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of Norfolk food establishment managers certified	526	439	460	460	0
Number of Norfolk food establishment employees certified	7,648	10,228	11,000	11,000	0

Goal
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services

Objective

Ensure students receive required/recommended immunizations by strengthening the partnership with NPS

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of Norfolk Public Schools 6th graders who are adequately immunized	100	100	100	100	0

Objective

Provide Virginia Cooperative Extension (VCE) services for urban horticulture, nutritional education, and youth development

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of volunteer hours contributed to the provision of VCE programs and services (New measure in FY 2017)	0	13,767	13,018	13,018	0
Dollar value of VCE volunteer hours (New measure in FY 2017, adjusted measurement methodology in FY 2017 to use standard volunteer rate)	0	326,928	90,000	90,000	0
Number of youth participating in Norfolk 4-H programs (New measure in FY 2017)	0	5,231	4,500	4,500	0
Total registrations for urban horticulture training, nutrition education, and Master Gardener certification programs	42,670	48,786	52,000	52,000	0

Goal

Increase lifelong learning access

Objective

Network and identify opportunities for partnership among the city, local educational institutions, businesses, and community resources that will promote and expand lifelong learning for the city workforce and community members

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of medical and community volunteers	115	222	250	250	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$383,731	\$240,157	\$337,913	\$333,124
Materials, Supplies and Repairs	\$68,482	\$219,684	\$90,802	\$82,367
Contractual Services	\$89,904	\$116,537	\$89,963	\$254,902
Equipment	\$2,790	\$18,633	\$0	\$1,883
Department Specific Appropriation	\$2,822,977	\$2,784,264	\$2,890,473	\$2,944,905
Total	\$3,367,884	\$3,379,275	\$3,409,151	\$3,617,181

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$1,998** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Provide support for city-state cooperative budget** **FY 2019 \$54,432** **FTE: 0**

Technical adjustment to provide funds for a projected increase in the required local match for the city-state cooperative budget due to additional state funds.

• **Support Vector Control vehicle replacement** **FY 2019 \$157,000** **FTE: 0**

Provide one-time funds to replace six aging vehicles used to provide vector control to the city. This expense is funded with FY 2017 Performance Contract savings.

• **Adjust costs for Fleet expenditures** **FY 2019 \$1,387** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$1,254** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Adjust required contribution to the city's retirement system** **FY 2019 (\$2,212)** **FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Update personnel expenditures** **FY 2019 (\$5,829)** **FTE: -2.5**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Public Health

Total: \$208,030 **FTE: -2.5**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Environmental Health Assistant I	1 3	\$21,646	\$35,301	6	-1.5	4.5
Environmental Health Assistant II	1 4	\$23,333	\$38,047	2	-1	1
Groundskeeper Crew Leader	1 9	\$34,445	\$56,161	1	0	1
Refuse Inspector	1 10	\$37,337	\$60,884	2	0	2
Total				11	-2.5	8.5

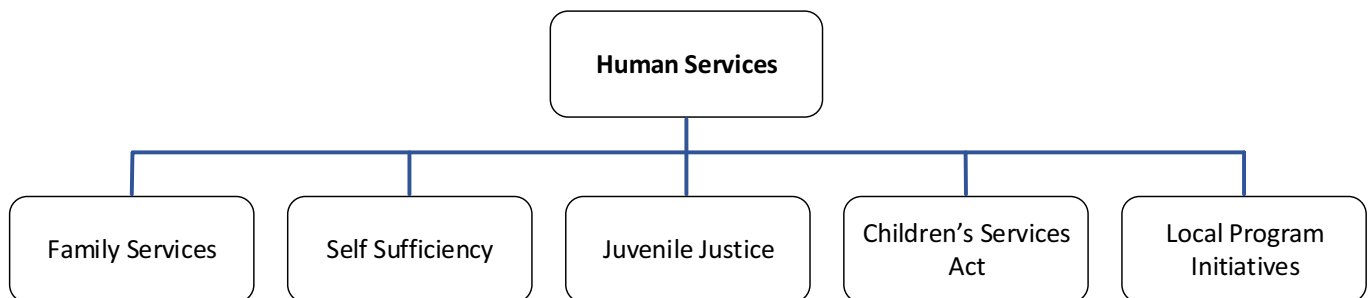
HUMAN SERVICES

MISSION STATEMENT

The Norfolk Department of Human Services (NDHS) is committed to improving the lives of children, families, and communities through comprehensive services that support the well-being of Norfolk residents.

DEPARTMENT OVERVIEW

The Norfolk Department of Human Services is a multifunctional agency providing services to strengthen children, families, and individuals. NDHS provides social services and juvenile justice services. Services include foster care, adoption services, adult protective services (APS), child protective services (CPS), job assistance, supplemental nutrition assistance (SNAP), medical assistance, Medicaid, and many other comprehensive services to meet the needs of Norfolk residents. NDHS works cooperatively with community organizations to ensure comprehensive services are available to all children, adults, families, and individuals who need them. Juvenile Justice services includes the Juvenile Detention Center and Virginia Juvenile Community Criminal Control Act (VJCCCA).



PERFORMANCE MEASURES

Goal

Diversify and strengthen Norfolk's economic base

Objective

Connect workers with viable employment opportunities

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of Virginia Initiative for Employment not Welfare (VIEW) participants who find employment and remain employed for 90 days or longer	77	76	75	75	0

Goal
Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services

Objective

Strengthen the network of benefit programs and services by processing applications and reviews according to timeframes established by federal and state guidelines

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of Supplemental Nutrition Assistance Program applications processed within state timeliness standards (Benefits Programs)	98	95	97	97	0
Percent of Medicaid Program applications processed within state timeliness standards (Benefits Programs)	91	86	97	97	0
Percent of Temporary Assistance for Needy Families Program applications processed within state timeliness standards (Benefits Programs)	98	98	97	97	0

Objective

Increase the timeliness of responses to allegations of abuse and neglect to children and adults in order to decrease the recurrence

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of adults with no recurrence of a substantiated claim of abuse or neglect for six months-Adult Protective Services (New measure in FY 2017)	0	92	95	95	0
Percent of children with no recurrence of a substantiated claim of abuse or neglect for six months-Child Protective Services (New measure in FY 2017)	0	98	97	97	0
Percent of Adult Protective Services complaints of abuse and neglect responded to within state standards for timeliness (FY 2017 data unavailable due to issues with state system)	90	0	97	97	0
Percent of Child Protective Services abuse and neglect complaints responded to within state standards for timeliness	93	97	95	95	0

Objective

Improve service delivery purchased through the Children's Services Act for at risk youth and families

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of family assessment and planning meetings attended by members of the child's family (New measure in FY 2017)	0	36	60	60	0
Percent of youth remaining in a residential setting for less than or equal to 12 months (New measure in FY 2017)	0	62	60	60	0

Percent of total youth served by CSA who are receiving community-based services (New measure in FY 2017)	0	37	60	60	0
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Objective

Increase percent of children who are safely discharged from foster care to adoption, reunification with family or are transferred to relatives

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Average time (in months) that youth are in foster care prior to reunification with their family (New measure in FY 2017)	0	10	11	11	0
Average time (in months) that youth are in foster care prior to adoption for those youth who could not be reunified with family or placed with a relative (New measure in FY 2017)	0	47	35	35	0
Percent of foster care children entering foster care during the preceding 24 months who have been permanently placed (New measure in FY 2017)	0	26	90	90	0

Objective

To stabilize families at risk of becoming homeless through prevention services, rapid re-housing, and interagency service coordination

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of Homeless Action and Response Team (HART) participants stably housed after 3 months (New measure in FY 2017)	0	97	85	85	0

Objective

Enhance public safety and ex-offender outcomes by reducing recidivism through a host of community, familial, and vocational engagement programs

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of participants returning to jail or prison within three years of entering the Prisoner Reentry Program	5	22	15	15	0

Objective

To stabilize families at risk of child abuse, neglect, or foster care with Early Prevention Services

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of households receiving Early Prevention Services able to maintain children safely in the home or with family members (New measure in FY 2019)	0	0	0	95	95

Objective

Enhance community safety and youth offender outcomes through the provision of Detention Center programs and services

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of youth actively engaged in mental health, medical, and educational services while in the Juvenile Detention Center (New measure in FY 2017)	0	100	100	100	0
Number of unique youth offenders housed in the Juvenile Detention Center during fiscal year (New measure in FY 2017)	0	440	550	550	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$27,523,471	\$28,253,821	\$30,041,978	\$29,399,518
Materials, Supplies and Repairs	\$886,373	\$873,085	\$1,173,042	\$1,095,947
Contractual Services	\$4,250,367	\$3,766,930	\$3,139,130	\$3,384,520
Equipment	\$179,143	\$142,445	\$350,700	\$342,277
Public Assistance	\$11,787,243	\$12,310,973	\$13,009,003	\$13,903,751
Department Specific Appropriation	\$0	\$12,500	\$12,500	\$12,500
Total	\$44,626,597	\$45,359,754	\$47,726,353	\$48,138,513

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$5,714,697	Byrne JAG Juvenile Accountability Grant	5
		Comprehensive Services Act	
		Donations: Foster Children Support and Christmas Fund	
		Emergency Utility Services	
		HART Team - Homeless Services	
		Tenant Based Rental Assistance	

ADOPTED FY 2019 BUDGET ACTIONS

- **Provide funds for citywide compensation increase** **FY 2019 \$219,124** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- **Implement Norfolk PowerUp Card Program** **FY 2019 \$25,000** **FTE: 0**

Provide funds to implement Norfolk PowerUp program. The Norfolk PowerUp program will allow residents who qualify for certain social service programs to access local services at a reduced price. The program will begin during FY 2019.

- **Provide Support for Federal Adoption Assistance** **FY 2019 \$600,000** **FTE: 0**

Technical adjustment to provide funds to support Federal Adoption Assistance based on increased costs and utilization. Federal Adoption Assistance is fully reimbursable. A corresponding revenue adjustment has been made.

- **Increase funds for medical services contract** **FY 2019 \$157,884** **FTE: 0**

Technical adjustment to provide funds for a new medical services contract at the Norfolk Juvenile Detention Center.

- **Support Fostering Futures Adoption Assistance program** **FY 2019 \$156,698** **FTE: 0**

Technical adjustment to provide funds to support the Fostering Futures program. In 2016, the Virginia General Assembly authorized the Virginia Department of Social Services to extend foster care services and adoption assistance to youths up to 21 years old and participation is expected to increase in FY 2019. This program is fully reimbursed by the state. A corresponding revenue adjustment has been made.

- **Increase funds for Children's Services Act funding match** **FY 2019 \$140,000** **FTE: 0**

Technical adjustment to provide funds for a projected increase in the required local match for the Children's Services Act budget. The Children's Services Act is a state law that established a pool of funds to purchase services for at-risk youth and families, including foster care families. This may include case management, education, food, clothing, shelter, daily supervision, school supplies, personal incidentals, and travel for visitation.

- **Support Child Welfare Substance Abuse program** **FY 2019 \$42,850** **FTE: 0**

Technical adjustment to provide funds for the Child Welfare Substance Abuse and Supplemental Services program. This program began in FY 2018 and is partially reimbursed by the state. A corresponding revenue adjustment has been made.

<ul style="list-style-type: none"> • Fund rent increase for Monticello Building <p>Technical adjustment to provide funds for increased rent at the Monticello facility based on the lease revised in July 2016. Total cost will increase by \$27,200 from \$1,725,875 to \$1,753,075 in FY 2019. Rent expenditures associated with Virginia Department of Social Services programs are partially reimbursable, therefore a corresponding revenue adjustment has been made.</p>	<p>FY 2019 \$27,200</p>	<p>FTE: 0</p>
<ul style="list-style-type: none"> • Align social services budget with anticipated expenditures <p>Adjust department expenditures for social services staff and operations based on anticipated utilization. Operations expenditures are partially reimbursed by the state and federal government. No impact to service is anticipated.</p>	<p>FY 2019 (\$1,019,967)</p>	<p>FTE: 0</p>
<ul style="list-style-type: none"> • Reallocate public information responsibilities <p>Eliminate a Programs Manager position that fills the role of public information officer. The public information officer served as the point person for citizen inquiries, wrote and distributed an internal agency newsletter, and prepared materials and displays for community outreach events. Existing administrative staff will take on some of these duties, while the marketing and public relations functions performed by this position will be transferred to the Office of Marketing and Communications. No impact to service is anticipated.</p>	<p>FY 2019 (\$89,466)</p>	<p>FTE: -1</p>
<ul style="list-style-type: none"> • Adjust costs for Fleet expenditures <p>Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.</p>	<p>FY 2019 (\$6,524)</p>	<p>FTE: 0</p>
<ul style="list-style-type: none"> • Annualize Phase IV of ARMD Compensation Strategy <p>Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.</p>	<p>FY 2019 \$233,312</p>	<p>FTE: 0</p>
<ul style="list-style-type: none"> • Adjust required contribution to the city's retirement system <p>Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.</p>	<p>FY 2019 (\$64,830)</p>	<p>FTE: 0</p>
<ul style="list-style-type: none"> • Update personnel expenditures <p>Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.</p>	<p>FY 2019 (\$9,121)</p>	<p>FTE: -48.5</p>
<p>Human Services</p>	<p>Total: \$412,160</p>	<p>FTE: -49.5</p>

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accountant I	1 11	\$40,805	\$66,586	1	0	1
Accounting Technician II	1 7	\$29,391	\$47,962	4	-1	3
Administrative Assistant I	1 9	\$34,445	\$56,161	1	0	1
Administrative Assistant II	1 10	\$37,337	\$60,884	1	0	1
Administrative Technician	1 7	\$29,391	\$47,962	8	-2	6
Applications Development Team Supervisor	1 17	\$64,260	\$104,872	1	0	1
Assistant Director	1 21	\$80,963	\$134,732	1	0	1
Benefit Programs Specialist I	1 8	\$31,804	\$51,864	46	-3	43
Benefit Programs Specialist II	1 9	\$34,445	\$56,161	99.5	-17.5	82
Benefit Programs Specialist, Senior	1 10	\$37,337	\$60,884	19	-2	17
Benefit Programs Supervisor	1 12	\$44,339	\$72,308	25	-1	24
Business Manager	1 13	\$47,823	\$77,978	3	0	3
Community Assessment Team Coordinator	1 11	\$40,805	\$66,586	1	0	1
Cook	1 4	\$23,333	\$38,047	5	0	5
Data Quality Control Analyst	1 7	\$29,391	\$47,962	1	0	1
Data Quality Control Manager	1 9	\$34,445	\$56,161	1	0	1
Detention Center Assistant Superintendent	1 14	\$52,020	\$86,041	2	0	2
Detention Center Superintendent	1 20	\$77,520	\$126,409	1	0	1
Detention Center Supervisor	1 12	\$44,339	\$72,308	6	0	6
Director of Human Services	1 24	\$94,656	\$162,302	1	0	1
Facilities Manager	1 13	\$47,823	\$77,978	1	0	1
Family Services Associate	1 7	\$29,391	\$47,962	9	-5	4
Family Services Supervisor	1 14	\$52,020	\$86,041	17	0	17
Family Services Worker I	1 10	\$37,337	\$60,884	37	-1	36
Family Services Worker II	1 12	\$44,339	\$72,308	34	5	39
Family Services Worker III	1 13	\$47,823	\$77,978	6	-2	4
Fiscal Manager II	1 14	\$52,020	\$86,041	3	-1	2
Fiscal Monitoring Specialist I	1 11	\$40,805	\$66,586	3	1	4
Fiscal Monitoring Specialist II	1 13	\$47,823	\$77,978	2	0	2
Food Service Manager	1 11	\$40,805	\$66,586	1	0	1
Fraud Investigator	1 9	\$34,445	\$56,161	5	-2	3
Fraud Supervisor	1 12	\$44,339	\$72,308	1	0	1
Human Resources Technician	1 10	\$37,337	\$60,884	1	0	1
Human Services Aide	1 5	\$25,179	\$41,096	41	-4	37
Laundry Worker	1 1	\$18,681	\$30,692	1	0	1
Licensed Practical Nurse	1 11	\$40,805	\$66,586	1	-1	0
Maintenance Mechanic I	1 6	\$27,438	\$44,737	2	-1	1
Maintenance Supervisor I	1 11	\$40,805	\$66,586	1	0	1
Management Analyst I	1 11	\$40,805	\$66,586	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Messenger/Driver	1 2	\$20,099	\$32,778	3	-1	2
Microcomputer Systems Analyst, Senior	1 14	\$52,020	\$86,041	2	0	2
Office Assistant	1 3	\$21,646	\$35,301	6	0	6
Office Manager	1 9	\$34,445	\$56,161	4	-1	3
Operations Controller	1 16	\$60,149	\$98,068	1	0	1
Operations Manager	1 14	\$52,020	\$86,041	1	0	1
Personnel Specialist	1 11	\$40,805	\$66,586	1	1	2
Program Supervisor	1 13	\$47,823	\$77,978	4	0	4
Programmer/Analyst II	1 12	\$44,339	\$72,308	1	-1	0
Programmer/Analyst IV	1 15	\$56,314	\$92,075	1	-1	0
Programmer/Analyst V	1 16	\$60,149	\$98,068	3	-1	2
Programs Manager	1 15	\$56,314	\$92,075	9	-1	8
Registered Nurse	1 12	\$44,339	\$72,308	1	-1	0
Self-Sufficiency Specialist II	1 11	\$40,805	\$66,586	13	1	14
Self-Sufficiency Specialist, Senior	1 12	\$44,339	\$72,308	4	-1	3
Self-Sufficiency Supervisor	1 13	\$47,823	\$77,978	2	0	2
Staff Technician II	1 9	\$34,445	\$56,161	1	0	1
Support Technician	1 5	\$25,179	\$41,096	28	-5	23
Youth Detention Specialist I	1 8	\$31,804	\$51,864	9	-5	4
Youth Detention Specialist II	1 9	\$34,445	\$56,161	21	5	26
Youth Detention Specialist III	1 11	\$40,805	\$66,586	16	-1	15
Total				525.5	-49.5	476

Public Safety



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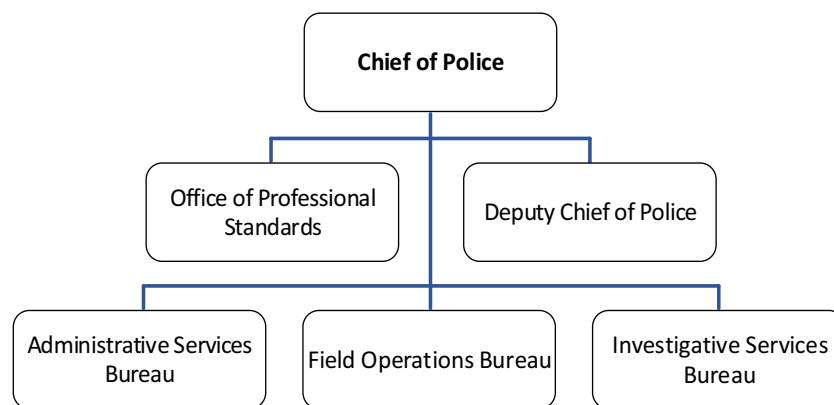
POLICE

MISSION STATEMENT

In partnership with the community, the Norfolk Police Department enhances the safety and quality of life in the City of Norfolk and builds trusting relationships with those we serve through fair and impartial practices.

DEPARTMENT OVERVIEW

The Department of Police is structured to deliver services to the residents of the City of Norfolk in the most efficient and effective manner. The Chief's Office includes the Deputy Police Chief, Office of Professional Standards, Public Information Office, and Community Affairs. The Administrative Services function includes the Office of Support Services, Public Safety Financial Management, Central Records, Training, and Facilities Management. The Field Operations function includes three patrol divisions and the Homeland Security Division. The Investigative Services function includes the Detective Division, the Vice and Narcotics Division, and the Criminal Intelligence Unit.



PERFORMANCE MEASURES

Goal

Diversify and strengthen Norfolk's economic base

Objective

Expand, attract and retain businesses within Norfolk

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of participants in the crime prevention program	2,618	3,700	1,550	1,550	0
Number of participants in the security survey	74	10	70	70	0
Number of crime prevention programs held to promote public safety	6	20	6	6	0

Goal					
Provide a safe environment for residents, workers, and visitors					
Objective					
Reduce crime through the creation of a proactive policing unit at the Patrol Division level					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Index crime levels for violent crime	1,447	1,349	1,275	1,275	0
Objective					
Maintain a homicide Cold Case section within the Detective Division					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Homicide clearance rate	63	51	77	77	0
Goal					
Improve and enhance disaster awareness and planning					
Objective					
Improve emergency preparedness by vigorous and regular Homeland Security training					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of workforce who complete Homeland Security training	66	82	30	30	0
Goal					
Develop, recruit, and retain talented employees to meet current and future workplace requirements					
Objective					
Promote organizational excellence and leadership skills of staff by developing an annual leadership school tied to the department rank structure					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of rank leadership officers who complete training	51	9	17	17	0
Objective					
Improve retention rate of sworn staff					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Retention rate of sworn staff	91	98	97	97	0
Goal					
Increase lifelong learning access					
Objective					
Create a comprehensive short- and long-term community workforce plan outlining workforce skills needed by area employers					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of participants for Citizens Police Academy	146	76	81	81	0
Number of participants for Youth Academy	364	294	288	288	0

Goal

Achieve a well-trained, qualified community workforce

Objective

Network and identify opportunities for partnership among the city, local educational institutions, businesses, and community resources that will promote and expand lifelong learning

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of training hours facilitated by the NPD (Modified measurement methodology in FY 2017)	1,127	24,691	3,600	30,000	26,400
Number of sworn personnel receiving educational pay	255	262	236	236	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$62,447,713	\$64,573,341	\$68,058,745	\$71,012,343
Materials, Supplies and Repairs	\$3,274,240	\$2,808,765	\$2,932,871	\$2,947,020
Contractual Services	\$842,628	\$880,983	\$914,146	\$966,165
Equipment	\$608,322	\$464,760	\$618,007	\$792,245
Total	\$67,172,903	\$68,727,849	\$72,523,769	\$75,717,773

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$1,853,012	ASPCA - training grant	6
		Byrne JAG - Crime Intelligence Software and Equipment	
		Byrne JAG 21st Century equipment grant	
		Byrne JAG Naloxone funds	
		Department of Justice COPS - Police Hiring Grant	
		DMV Selective Enforcement Grants - Speed and Alcohol	
		Donations to Police	
		Edward Byrne Memorial Justice Assistance Grant (JAG)	
		Homeland Security Communications Equipment Upgrade	
		Human Trafficking Task Force	
		Local Training Academy	
		Port Security Grant	
		Project Safe Neighborhoods	
		State and Federal Asset Forfeiture	

ADOPTED FY 2019 BUDGET ACTIONS

• Provide funds for citywide compensation increase FY 2019 \$767,522 FTE: 0

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• Provide funds for LeadsOnline software contract FY 2019 \$42,178 FTE: 0

Technical adjustment for the annual subscription to LeadsOnline. The department currently uses the software to assist in crime investigations by tracking property and suspects, as well as gathering evidence in real time.

• Adjust prisoner extradition expenditures FY 2019 \$45,000 FTE: 0

Technical adjustment to increase funds for prisoner extradition based on utilization, which occurs when the department retrieves someone from outside the city, region, or state. Prisoner extradition is fully reimbursable. A corresponding revenue adjustment has been made.

- **Adjust Medical Examiner Office contract**
FY 2019 \$1,569 FTE: 0

Technical adjustment for Medical Examiner Office service contract based on utilization. The department utilizes the Medical Examiner Office for the removal and transportation of human remains to maintain evidence integrity during crime scene investigations.
- **Adjust rent for Tazewell Building**
FY 2019 (\$32,922) FTE: 0

Technical adjustment to reduce lease payments at the Tazewell building for the Office of the Police Chief and other administrative offices. A new lease agreement was signed in FY 2018 that reduced rent expense. Projected rent costs will decrease by \$32,922 from \$318,883 to \$285,961 in FY 2019.
- **Adjust funds for electronic fingerprints system**
FY 2019 \$267 FTE: 0

Technical adjustment to provide funds for state contract for electronic fingerprint software. Annual contracted maintenance costs are subject to inflationary increases. Costs are projected to increase by \$267 from \$8,873 to \$9,140 in FY 2019.
- **Adjust funds for police officer tasers**
FY 2019 \$14,238 FTE: 0

Technical adjustment for Police Officer Tasers contract. Taser equipment was traded in during FY 2018, affording a discount in the first year of the five-year replacement and maintenance contract. With the expiration of the discount, the annual cost increases by \$14,238 from \$136,962 to \$151,200 in FY 2019.
- **Install Generators at K-9 and Firearms Range**
FY 2019 \$165,000 FTE: 0

Provide one-time funds to install gas generators at Norfolk Police Department's K-9 and firearms range facilities. Generators will ensure back-up power supply is available for all police facilities in the city, including during long-term outages caused by extreme weather events. These two facilities are located close to one another and are on high ground, making them the ideal location for a temporary operation site for police in the event of a serious emergency.
- **Adjust costs for Fleet expenditures**
FY 2019 \$5,076 FTE: 0

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.
- **Annualize second phase of public safety compensation**
FY 2019 \$671,452 FTE: 0

Technical adjustment to annualize the second phase of the redesigned public safety compensation plan. The second phase included targeted compression adjustments for Police Officers and Police Sergeants. Compression step adjustments were based on years of service and historical attrition data. Compression step increases occurred in January 2018.
- **Annualize Phase IV of ARMD Compensation Strategy**
FY 2019 \$857,325 FTE: 0

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system**

FY 2019 \$510,365 FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 \$146,934 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Police

Total: \$3,194,004 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accountant I	1 11	\$40,805	\$66,586	2	0	2
Accounting Supervisor	1 14	\$52,020	\$86,041	1	0	1
Accounting Technician II	1 7	\$29,391	\$47,962	1	0	1
Administrative Assistant I	1 9	\$34,445	\$56,161	9	1	10
Administrative Assistant II	1 10	\$37,337	\$60,884	2	0	2
Administrative Technician	1 7	\$29,391	\$47,962	1	-1	0
Assistant Chief Of Police	5 10	\$105,600	\$125,376	4	-1	3
Bureau Manager	1 18	\$68,697	\$112,020	1	0	1
Chief of Police	1 25	\$102,209	\$172,706	1	0	1
Compliance Inspector	1 10	\$37,337	\$60,884	1	0	1
Crime Analyst	1 11	\$40,805	\$66,586	1	1	2
Crime Analyst, Senior	1 13	\$47,823	\$77,978	2	0	2
Custodian	1 2	\$20,099	\$32,778	1	0	1
Deputy Chief of Police	1 22	\$85,068	\$143,055	1	0	1
Fiscal Manager II	1 14	\$52,020	\$86,041	1	0	1
Health & Fitness Facilitator	1 10	\$37,337	\$60,884	1	0	1
Humane Officer I	1 7	\$29,391	\$47,962	7	0	7
Humane Officer II	1 11	\$40,805	\$66,586	1	0	1
Management Analyst I	1 11	\$40,805	\$66,586	1	-1	0
Management Analyst II	1 13	\$47,823	\$77,978	4	0	4
Management Analyst III	1 14	\$52,020	\$86,041	1	1	2
Office Assistant	1 3	\$21,646	\$35,301	2	-1	1
Operations Manager	1 14	\$52,020	\$86,041	1	0	1
Operations Officer I	1 5	\$25,179	\$41,096	13	2	15
Operations Officer II	1 7	\$29,391	\$47,962	10	-2	8

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Police Captain	5 9	\$88,550	\$110,390	11	0	11
Police Corporal	5 5	\$53,400	\$77,109	31	17	48
Police Identification Clerk	1 5	\$25,179	\$41,096	1	0	1
Police Lieutenant	5 8	\$78,698	\$98,108	34	-5	29
Police Officer	5 3	\$43,500	\$64,384	576	-1	575
Police Records & Identification Section Supervisor	1 12	\$44,339	\$72,308	1	0	1
Police Recruit	5 1	\$40,000	\$40,000	31	0	31
Police Sergeant	5 7	\$64,100	\$90,303	81	-10	71
Program Administrator	1 13	\$47,823	\$77,978	1	0	1
Programmer/Analyst III	1 13	\$47,823	\$77,978	1	0	1
Programmer/Analyst IV	1 15	\$56,314	\$92,075	1	0	1
Programmer/Analyst V	1 16	\$60,149	\$98,068	1	0	1
Programs Manager	1 15	\$56,314	\$92,075	1	0	1
Project Coordinator	1 13	\$47,823	\$77,978	1	0	1
Public Services Coordinator	1 11	\$40,805	\$66,586	1	0	1
Software Analyst	1 13	\$47,823	\$77,978	1	0	1
Stenographic Reporter	1 10	\$37,337	\$60,884	4	0	4
Support Technician	1 5	\$25,179	\$41,096	26	0	26
Total				874	0	874

Composition of sworn police force changes based on career progression and the size of the active recruit class

FIRE-RESCUE

MISSION STATEMENT

Norfolk Fire-Rescue protects life, property, and the environment by preventing and suppressing fires, mitigating hazards, caring for the sick and injured, and providing public education.

DEPARTMENT OVERVIEW

Operations: Responsible for all emergency services provided by the department including fire suppression, emergency medical care, hazardous materials mitigation, technical rescue, water rescue, and terrorism response. In addition, operational forces perform pre-incident evaluation site visits as well as public service activities including smoke alarm surveys and installations, hands only CPR and Stop-the-Bleed resident training, and medical blood pressure checks as requested.

Fire Marshal's Office: Responsible for fire prevention and life safety through fire code inspections and enforcement as well as environmental code enforcement. Fire Marshal's Office personnel also perform fire and arson investigations and participate in city and regional task forces and the Police-Fire bomb squad.

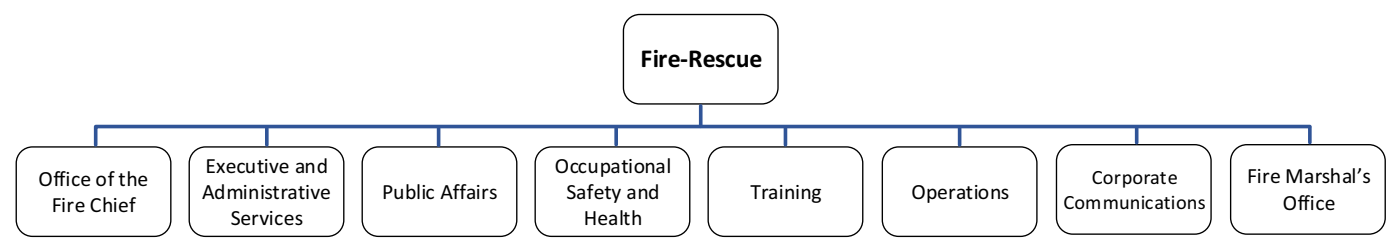
Training and Professional Development: Responsible for all Fire-Rescue initial training and re-certification training programs in the subject areas of basic and advanced firefighting, basic and advanced emergency medical care, hazardous materials, technical rescue, terrorism, management/leadership, and command and control. This Fire-Rescue Division also coordinates the education and implementation of cutting edge emergency medical care techniques and research projects.

Occupational Safety & Health: Responsible for Fire-Rescue employee health and wellness programs, emergency incident and workplace safety, risk management, disability management, and loss prevention.

Public Affairs: Responsible for public outreach programs, media relations and public information, marketing, recruitment, and public fire and life safety education.

Corporate Communications: Responsible for information technology, performance measurement, quality assurance/quality improvement, strategic planning, fire and EMS reporting records management, and emergency services billing.

Executive and Administrative Services: Responsible for procurement and supply of equipment materials, as well as clerical and administrative support.



PERFORMANCE MEASURES

Goal

Increase regionally-based employment opportunities for Norfolk's residents

Objective

Increase knowledge, skills, and abilities of Norfolk's workforce

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of participants in the Norfolk Fire-Rescue's Explorers program	25	12	25	25	0
Percent of Explorers program participants currently enrolled in high school and maintaining a 2.0 or above grade point average (New measure for FY 2017)	0	100	85	85	0

Objective

Eliminate barriers to employment

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of minority applicants secured through recruitment efforts (New measure for FY 2017)	0	240	180	180	0
Number of veteran applicants secured through recruitment efforts (New measure for FY 2017)	0	18	150	150	0

Goal

Provide a safe environment for residents, workers, and visitors

Objective

Enhance neighborhood safety by improving average total response time to critical fire calls to equal to or less than five minutes and 20 seconds

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of fire calls with a total response time of five minutes and 20 seconds or less	90	83	90	90	0

Objective

Enhance neighborhood safety by improving average total response time to Advanced Life Support emergency medical calls to within nine minutes of receiving the emergency call

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of Emergency Medical Services calls with advanced life support response with a total response time of 9 minutes or less	90	100	90	90	0

Objective

Increase resident awareness of the program that provides free smoke alarms as well as installation for all Norfolk residents

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of residential contacts that lead to resident awareness and installation of smoke alarms (Revised measure for FY 2017)	0	395	1,470	1,470	0

Goal

Increase lifelong learning access

Objective

Increase accessibility to lifelong learning opportunities using existing city and school resources

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of participants reached through community outreach efforts emphasizing prevention of cooking fires (Revised measure for FY 2017)	0	2,582	11,500	11,500	0
Number of emergency calls annually associated with cooking (reduced through increased community outreach)	76	92	76	76	0

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$38,162,644	\$40,307,141	\$41,821,109	\$43,395,231
Materials, Supplies and Repairs	\$2,071,455	\$2,130,871	\$2,288,137	\$2,316,128
Contractual Services	\$350,503	\$388,486	\$407,196	\$385,666
Equipment	\$0	\$11,271	\$105,000	\$70,000
Total	\$40,584,602	\$42,837,769	\$44,621,442	\$46,167,025

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$1,572,774	Donations to Fire Rescue and EMS	0
		Fire Programs Aid to Locality Fund	
		Fireman's Heritage Program	
		Four-for-Life Aid to Locality Fund	
		Hazardous Materials Recovery Fund	
		Portable CPR Devices	

ADOPTED FY 2019 BUDGET ACTIONS

• Provide funds for citywide compensation increase FY 2019 \$492,226 FTE: 0

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• Support continuation of Master Firefighter Program FY 2019 \$50,000 FTE: 0

Provide funds to support the Master Firefighter Program. The professional development initiative is designed to encourage firefighters to enhance skills and abilities in the areas of firefighting, emergency medical services, special operations, fire prevention, training, and management administration.

• Provide funds for repairs to personal protective gear FY 2019 \$14,595 FTE: 0

Technical adjustment to provide additional funds for Fire-Rescue gear repair based on utilization. Firefighters use personal protective equipment (PPE) during emergency and fire response. The city contracts with an outside service provider for PPE repairs.

• Adjust rent for Tazewell Building FY 2019 (\$26,030) FTE: 0

Technical adjustment to reduce lease payments at the Tazewell building for administrative offices. A new lease agreement was signed in FY 2018 that reduced rent expense. Projected rent cost will decrease by \$26,030 from \$246,903 to \$220,873 in FY 2019.

<ul style="list-style-type: none"> • Provide maintenance funds for Lucas CPR devices 	FY 2019 \$4,500	FTE: 0
<p>Technical adjustment to provide funds for annual maintenance of new Lucas CPR devices. The city began purchasing the advanced emergency medical equipment in FY 2018. The department intends to have 13 devices in use, one per medic, by FY 2020. With three devices in service currently, the department plans to purchase five more in each of the next two fiscal years. Annual maintenance cost is incurred one year after devices have been placed in service.</p>		
<ul style="list-style-type: none"> • Increase fees for special events 	FY 2019 (\$45,000)	FTE: 0
<p>Adjust fees charged for providing services at special events in order to recover the costs of overtime paid to staff. The department currently charges a rate of \$32 per hour per employee providing services at the event, and provides discounts for qualifying organizations. This has not historically been sufficient to offset the actual personnel expenditures incurred, primarily due to the higher cost of overtime paid to Fire Marshals. The department will increase the Fire Marshal's reimbursement rate to \$40 per hour. The hourly rate for Emergency Medical Services (EMS) will remain at \$32 per hour.</p>		
<ul style="list-style-type: none"> • Remove one-time funds for commercial extractors and dryers 	FY 2019 (\$35,000)	FTE: 0
<p>Technical adjustment to remove one-time funds provided in FY 2018 for commercial extractors and dryers for two fire stations. Commercial extractors and dryers are used to clean firefighting clothing.</p>		
<ul style="list-style-type: none"> • Adjust costs for Fleet expenditures 	FY 2019 \$13,396	FTE: 0
<p>Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.</p>		
<ul style="list-style-type: none"> • Annualize Phase IV of ARMD Compensation Strategy 	FY 2019 \$505,063	FTE: 0
<p>Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.</p>		
<ul style="list-style-type: none"> • Adjust required contribution to the city's retirement system 	FY 2019 \$375,325	FTE: 0
<p>Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.</p>		
<ul style="list-style-type: none"> • Update personnel expenditures 	FY 2019 \$196,508	FTE: 0
<p>Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.</p>		
Fire-Rescue	Total: \$1,545,583	FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accounting Technician II	1 7	\$29,391	\$47,962	1	-1	0
Administrative Assistant I	1 9	\$34,445	\$56,161	0	1	1
Administrative Assistant II	1 10	\$37,337	\$60,884	1	1	2
Administrative Technician	1 7	\$29,391	\$47,962	1	0	1
Assistant Fire Chief	5 10	\$105,600	\$125,376	4	0	4
Assistant Fire Marshal	5 6	\$54,550	\$78,770	3	0	3
Battalion Fire Chief	5 9	\$88,550	\$110,390	16	0	16
Chief of Fire-Rescue	1 25	\$102,209	\$172,706	1	0	1
Deputy Fire Chief	5 11	\$107,100	\$127,157	1	0	1
Fire Captain	5 7	\$64,100	\$90,303	47	-1	46
Fire Inspector	5 4	\$49,354	\$73,049	10	1	11
Fire Lieutenant	5 6	\$54,550	\$78,770	35	1	36
Firefighter EMT	5 2(a)	\$41,168	\$54,166	15	-3	12
Firefighter EMT - Advanced	5 2	\$42,450	\$62,830	228	-9	219
Firefighter EMT - Intermediate	5 3	\$43,500	\$64,384	40	1	41
Firefighter EMT - Paramedic	5 4	\$49,354	\$73,049	80	1	81
Firefighter Recruit	5 1	\$40,000	\$40,000	16	9	25
Media Production Specialist	1 12	\$44,339	\$72,308	1	0	1
Personnel Specialist	1 11	\$40,805	\$66,586	1	-1	0
Programmer/Analyst III	1 13	\$47,823	\$77,978	1	0	1
Programs Manager	1 15	\$56,314	\$92,075	0	1	1
Staff Technician I	1 8	\$31,804	\$51,864	2	-1	1
Total				504	0	504

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Public Works



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PUBLIC WORKS

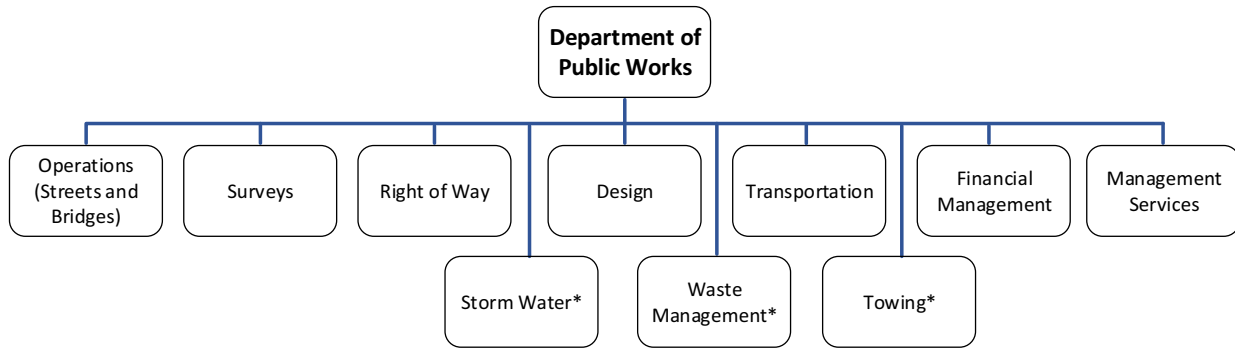
MISSION STATEMENT

The Department of Public Works builds, maintains, and operates the physical facilities that support and enhance the lives of Norfolk's residents, businesses, and visitors, including the city's street network, traffic management systems, storm water system, and waste collection system.

DEPARTMENT OVERVIEW

The Department of Public Works offers a wide variety of services and is organized into six field divisions and two administrative divisions.

- The Operations Division maintains 2,200 lane miles of asphalt and concrete streets, 1,225 miles of curbs and gutters, 1,000 miles of sidewalks and 29 bridge structures. This division also coordinates the city's emergency recovery from man-made and natural disasters including snow, ice, and tropical storms.
- The Transportation Division engages in planning, design, and construction management for the city and VDOT transportation projects. Projects are initiated through needs identification and funding acquisition processes. The Division also operates and maintains the traffic signal and traffic management systems, maintains all street signs and pavement markings, assist with special events, and coordinates the installation of street lighting.
- The Right of Way Division coordinates, permits, and inspects construction and other activity within roadways and serves as the liaison to developers, contractors, and private utility companies. The division generates General Fund revenue annually through permit and franchise utility fees which are, in turn, used for city right of way upkeep.
- The Design and Construction Division provides design and contract technical support for construction of new and existing facilities.
- The Surveys Division provides land and construction surveying services; maintains official plats, records, addresses, and control benchmarks; and processes encroachments into city rights-of-way.
- The Management Services Division is responsible for media, community and public relations. This division is also responsible for general administration, information technology and human resources including employee training throughout the department.
- The Financial Management Division is responsible for collections, disbursements, and maintenance of funds as well as fiscal and budgetary monitoring and support.
- The Department of Public Works also manages Environmental Storm Water, Towing and Recovery Services, and Waste Management. These divisions are considered special revenue and are listed in the Special Revenue section of the budget document.



PERFORMANCE MEASURES

Goal

Enhance the vitality of Norfolk's neighborhoods

Objective

Maintain safety of traffic signal system by inspecting all traffic signal infrastructure on a yearly basis

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of traffic signal infrastructure inspected per standard	100	100	100	100	0

Objective

Ensure that arterial streets meet the lighting standards by maintaining existing street lights and adding new lights where appropriate

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of residential streets that meet illuminating engineering standards	77	77	77	77	0
Percent of arterial streets that meet illuminating engineering standards	100	100	100	100	0

Objective

Improve maintenance of city streets by resurfacing 30 lane miles per year to meet 20-year resurfacing program goal

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of roadway lane miles resurfaced per year	36	58	30	30	0

Objective

Maintain safe bridge conditions

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of bridges rated good or fair according to National Bridge Inspection Standards (One bridge fell below a rating of fair during FY 2017)	97	97	95	95	0

Goal

Increase transportation choice, connectivity, and affordability

Objective

Optimize traditional and alternative transportation modes and travel including an expanded pedestrian and bicycle network

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Miles of bikeways marked (total)	38	42	42	54	12

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$13,444,666	\$13,982,788	\$14,543,230	\$14,586,873
Materials, Supplies and Repairs	\$7,478,399	\$7,567,746	\$7,773,922	\$7,822,099
Contractual Services	\$462,295	\$642,474	\$514,464	\$513,064
Equipment	\$497,096	\$259,509	\$951,973	\$890,817
Department Specific Appropriation	\$2,130,860	\$3,844,152	\$3,821,717	\$4,083,403
Total	\$24,013,316	\$26,296,669	\$27,605,306	\$27,896,256

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$31,429,962	ADA Ramps	0
		Brambleton Corridor	
		Chesapeake Blvd/Cromwell Dr. Intersection Improvements	
		Culvert Improvement Projects	
		Elizabeth River Trail	
		Granby Bridge Rehabilitation	
		Granby St/ Bayview Blvd Improvements	
		Granby Street Bike Lane Project	
		Highway Safety Improvement Projects	
		Land Improvement Projects	
		Litter Prevention and Education	
		Pedestrian Safety Improvements	
		Plum Point Kayak Launch	
		Resurfacing Projects	
		Signal Improvement Projects	
		Traffic Control System Upgrades	
		Traffic Management Projects	
		VB/Newtown Road Intersection Improvements	
		West Ocean View Flyover	

ADOPTED FY 2019 BUDGET ACTIONS

- Provide funds for citywide compensation increase** **FY 2019 \$115,798 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- Provide funds for light rail extension study** **FY 2019 \$154,000 FTE: 0**

Provide matching funds for transportation study regarding extension of high capacity transit to Naval Station Norfolk. The city along with federal, state, and regional transportation partners plan to evaluate the Norfolk Westside Transit Study Alternatives Analysis beginning in 2018.

- **Transfer funds for a Project Manager position** **FY 2019 \$61,167 FTE: 0**

Transfer funds for a Project Manager position from the Department of Recreation, Parks, and Open Spaces to the Department of Public Works. The position was transferred in the Adopted FY 2018 Budget without the corresponding funding. A corresponding adjustment can be found in the Department of Parks, Recreation, and Open Spaces.
- **Provide funds for preliminary engineering** **FY 2019 \$550,000 FTE: 0**

Technical adjustment to provide funds for preliminary engineering costs. Preliminary engineering supports the personnel costs associated with capital projects throughout the city. This action is a financial best practice and is part of a multi-year plan to transition costs from the Capital Improvement Plan to the General Fund. The transition to the General Fund is expected to be complete in FY 2020.
- **Restructure organizational staffing** **FY 2019 (\$238,999) FTE: -4**

Align staffing levels to match projected utilization. This action eliminates four positions: a Support Technician, an Administrative Technician, a Management Analyst II, and a Traffic Engineer Senior. This action also reclassifies a Management Services Administrator position to a Management Analyst III position. Tasks performed by these positions will be absorbed by existing staff. No impact to service is anticipated.
- **Reduce local street maintenance expenditures** **FY 2019 (\$500,000) FTE: 0**

Reduce funds for local street maintenance costs. The reduction will be spread across street maintenance, equipment purchased for street maintenance, concrete repairs, weed and grass control, signal maintenance repair, thermo marking, sign repair, guardrail repair, railroad crossing, crack sealing, and seal overlay on city streets.
- **Adjust costs for Fleet expenditures** **FY 2019 \$6,727 FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.
- **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$112,658 FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.
- **Adjust required contribution to the city's retirement system** **FY 2019 (\$3,929) FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Update personnel expenditures**

FY 2019 \$33,528 FTE: -15

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Public Works

Total: \$290,950 FTE: -19

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accountant II	1 12	\$44,339	\$72,308	1	0	1
Accounting Technician II	1 7	\$29,391	\$47,962	1	0	1
Administrative Assistant I	1 9	\$34,445	\$56,161	3	0	3
Administrative Assistant II	1 10	\$37,337	\$60,884	1	0	1
Administrative Technician	1 7	\$29,391	\$47,962	2	0	2
Applications Analyst	1 14	\$52,020	\$86,041	1	0	1
Architect II	1 16	\$60,149	\$98,068	1	0	1
Architect III	1 17	\$64,260	\$104,872	1	0	1
Architect IV	1 18	\$68,697	\$112,020	1	0	1
Asphalt Plant Operator I	1 8	\$31,804	\$51,864	1	0	1
Asphalt Plant Operator II	1 9	\$34,445	\$56,161	1	-1	0
Assistant City Engineer	1 19	\$72,930	\$118,606	2	0	2
Assistant City Surveyor	1 15	\$56,314	\$92,075	1	0	1
Assistant Director	1 21	\$80,963	\$134,732	2	0	2
Assistant Streets Engineer	1 15	\$56,314	\$92,075	1	1	2
Automotive Mechanic	1 10	\$37,337	\$60,884	2	0	2
Bridge Inspection Supervisor	1 13	\$47,823	\$77,978	1	0	1
Bridge Maintenance Supervisor	1 13	\$47,823	\$77,978	1	0	1
Building / Equipment Maintenance Supervisor	1 11	\$40,805	\$66,586	1	0	1
Business Manager	1 13	\$47,823	\$77,978	2	0	2
City Engineer	1 21	\$80,963	\$134,732	1	0	1
City Surveyor	1 18	\$68,697	\$112,020	1	0	1
City Transportation Engineer	1 20	\$77,520	\$126,409	1	0	1
Civil Engineer II	1 14	\$52,020	\$86,041	5	-1	4
Civil Engineer III	1 15	\$56,314	\$92,075	5	-1	4
Civil Engineer IV	1 16	\$60,149	\$98,068	2	0	2
Civil Engineer V	1 17	\$64,260	\$104,872	3	-1	2
Construction Inspector II	1 11	\$40,805	\$66,586	10	0	10
Construction Inspector III	1 12	\$44,339	\$72,308	8	0	8
Contract Monitoring Specialist	1 11	\$40,805	\$66,586	1	0	1
Design/Construction Project Manager, Senior	1 17	\$64,260	\$104,872	6	-1	5

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Director of Public Works	1 24	\$94,656	\$162,302	1	0	1
Engineering Manager	1 20	\$77,520	\$126,409	1	0	1
Engineering Technician II	1 11	\$40,805	\$66,586	9	0	9
Engineering Technician III	1 12	\$44,339	\$72,308	1	0	1
Equipment Operator II	1 7	\$29,391	\$47,962	21	-1	20
Equipment Operator III	1 8	\$31,804	\$51,864	12	0	12
Equipment Operator IV	1 9	\$34,445	\$56,161	1	0	1
Executive Assistant	1 11	\$40,805	\$66,586	0	1	1
Geographic Information Systems Specialist II	1 12	\$44,339	\$72,308	2	0	2
Geographic Information Systems Specialist III	1 15	\$56,314	\$92,075	1	0	1
Geographic Information Systems Technician II	1 11	\$40,805	\$66,586	1	0	1
Instrument Technician	1 8	\$31,804	\$51,864	3	0	3
Lead Mason	1 7	\$29,391	\$47,962	6	-1	5
Maintenance Mechanic I	1 6	\$27,438	\$44,737	1	0	1
Maintenance Shop Manager	1 13	\$47,823	\$77,978	1	0	1
Maintenance Worker I	1 3	\$21,646	\$35,301	8	0	8
Maintenance Worker II	1 6	\$27,438	\$44,737	9	1	10
Management Analyst II	1 13	\$47,823	\$77,978	2	-1	1
Management Analyst III	1 14	\$52,020	\$86,041	0	1	1
Management Services Administrator	1 18	\$68,697	\$112,020	1	-1	0
Mason	1 6	\$27,438	\$44,737	13	-6	7
Operations Manager	1 14	\$52,020	\$86,041	1	0	1
Program Supervisor	1 13	\$47,823	\$77,978	1	0	1
Project Manager	1 16	\$60,149	\$98,068	5	0	5
Project Manager, Senior	1 17	\$64,260	\$104,872	1	-1	0
Right of Way Permit Supervisor	1 15	\$56,314	\$92,075	1	0	1
Staff Technician I	1 8	\$31,804	\$51,864	1	-1	0
Staff Technician II	1 9	\$34,445	\$56,161	1	0	1
Street Maintenance Supervisor	1 10	\$37,337	\$60,884	10	-1	9
Superintendent of Traffic Operations	1 16	\$60,149	\$98,068	1	0	1
Support Technician	1 5	\$25,179	\$41,096	5	-3	2
Survey Party Chief	1 10	\$37,337	\$60,884	3	0	3
Traffic Engineer, Senior	1 15	\$56,314	\$92,075	1	-1	0
Traffic Engineering Assistant	1 14	\$52,020	\$86,041	2	0	2
Traffic Maintenance Technician I	1 4	\$23,333	\$38,047	5	3	8
Traffic Maintenance Technician II	1 7	\$29,391	\$47,962	0	1	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Traffic Maintenance Technician III	1 8	\$31,804	\$51,864	5	-3	2
Traffic Sign Fabricator II	1 8	\$31,804	\$51,864	2	0	2
Traffic Signal Technician I	1 9	\$34,445	\$56,161	4	-2	2
Traffic Signal Technician II	1 10	\$37,337	\$60,884	2	1	3
Traffic Signal Technician III	1 11	\$40,805	\$66,586	2	-2	0
Traffic Signal Technician IV	1 12	\$44,339	\$72,308	4	3	7
Traffic Systems Engineering Technician	1 10	\$37,337	\$60,884	2	-1	1
Transportation Engineer, Senior	1 15	\$56,314	\$92,075	1	-1	0
Utility Maintenance Supervisor, Senior	1 13	\$47,823	\$77,978	2	0	2
Total				226	-19	207

Debt Service



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DEBT SERVICE

The city traditionally issues General Obligation (G.O.) bonds to provide funding for a wide variety of general infrastructure improvements that directly help meet basic needs and improve the quality of life of every Norfolk resident. G.O. bonds are a type of borrowing, similar to a home mortgage, used by local governments to finance capital projects such as schools; public safety improvements, including police and fire facilities; street improvements; transportation projects such as new roads and sidewalks; neighborhood improvements like curbs and gutters; economic development, including promoting business growth and vitality; parks, recreation and open space facilities; cultural institutions, including the zoo and museums; and community recreation centers.

The city obtains money for these projects by selling its G.O. bonds to investors, also called bondholders. In exchange, the city pledges to repay what it borrowed (principal), plus interest, over a predetermined number of years. As presented below, debt service refers to the scheduled payments of principal and interest on the city's previously issued G.O. bonds and any new debt service resulting from a planned new issuance of bonds to finance approved capital projects. G.O. bonds are backed by the full faith and credit of the city, meaning that the city commits its full taxing authority to paying bondholders.

The city issues bonds because its capital needs exceed the ability to fund all capital projects with cash or current tax revenues. G.O. bond financing allows the city to spread the substantial costs of funding its capital program over multiple years. This kind of financing also allows the costs of capital projects to be spread over a number of years that better matches the expected useful life so that each generation (current and future) of taxpayers and users contributes a portion for the use of the infrastructure assets financed. Additionally, the Debt Service budget includes funding for the equipment and vehicle acquisition program. This program contains three categories:

- School buses
- City-owned vehicle replacement
- City-owned information technology equipment replacement

In Fiscal Year 2015, a Line of Credit (LOC) financing tool was established as an additional financing mechanism that allows better management of cash flow for capital project financing. A LOC partially funds the city's CIP cashflow needs by providing a low-cost, flexible interim financing option for capital projects and allows the city to draw funds "just-in-time." Use of this mechanism provides the city with greater flexibility regarding the timing of long-term bond issuances.

Expenditure Summary

	FY 2016	FY 2017	FY 2018	FY 2019
	Actual	Actual	Adopted	Adopted
Debt Principal & Interest	59,289,667	64,292,399	60,987,133	60,682,037
Equipment Acquisition Principal & Interest	3,234,403	3,551,003	4,265,107	9,524,569
Bond Issuance Cost	577,900	492,128	500,000	500,000
Transfer to CIP	4,279,166	1,847,393	887,256	787,256
TOTAL	67,381,136	70,182,923	66,639,496	71,493,862

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Public School Education



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NORFOLK PUBLIC SCHOOLS

MISSION STATEMENT

The mission of Norfolk Public Schools (NPS), the cornerstone of a proudly diverse community, is to ensure all students maximize their academic potential, develop skills for lifelong learning, and are successful contributors to a global society, as distinguished by:

- Courageous advocacy for all students
- Family and community investment
- Data-driven personalized learning
- Strong and effective leadership teams
- Shared responsibility for teaching and learning
- Access to rigorous and rewarding college and career readiness opportunities

DIVISION OVERVIEW

NPS is the largest urban school division and the seventh largest division overall in the Commonwealth of Virginia. The division enrolls a racially and economically diverse population of approximately 30,000 students, supported by more than 4,600 employees in 52 facilities. The educational philosophy of the division is based on the belief that all children can achieve at high levels and that it is the responsibility of the staff and community to ensure each child reaches his or her highest potential.

NPS has a variety of programs to meet the needs of students. Programs within the traditional school setting include those for students with special needs, English as a Second Language, Title I, and Gifted Education. Auxiliary facilities house programs for students who need an alternate educational setting as well as opportunities for trade and technical education. There are full-day kindergarten programs in all elementary schools. There are three early childhood centers for three- and four-year-old children and pre-kindergarten programs in all elementary schools except those serving only grades three through five.

LEGAL AUTHORIZATION

Pursuant to Virginia law, all school divisions are fiscally dependent on the local government. As a fiscally dependent school division, NPS does not levy taxes or issue debt. All funds are appropriated to Norfolk Public Schools by the Norfolk City Council, which has authority to tax and incur debt.

The School Board derives its authority from the Commonwealth and has the constitutional responsibility to provide public education to the residents of Norfolk.

SCHOOL FUNDING

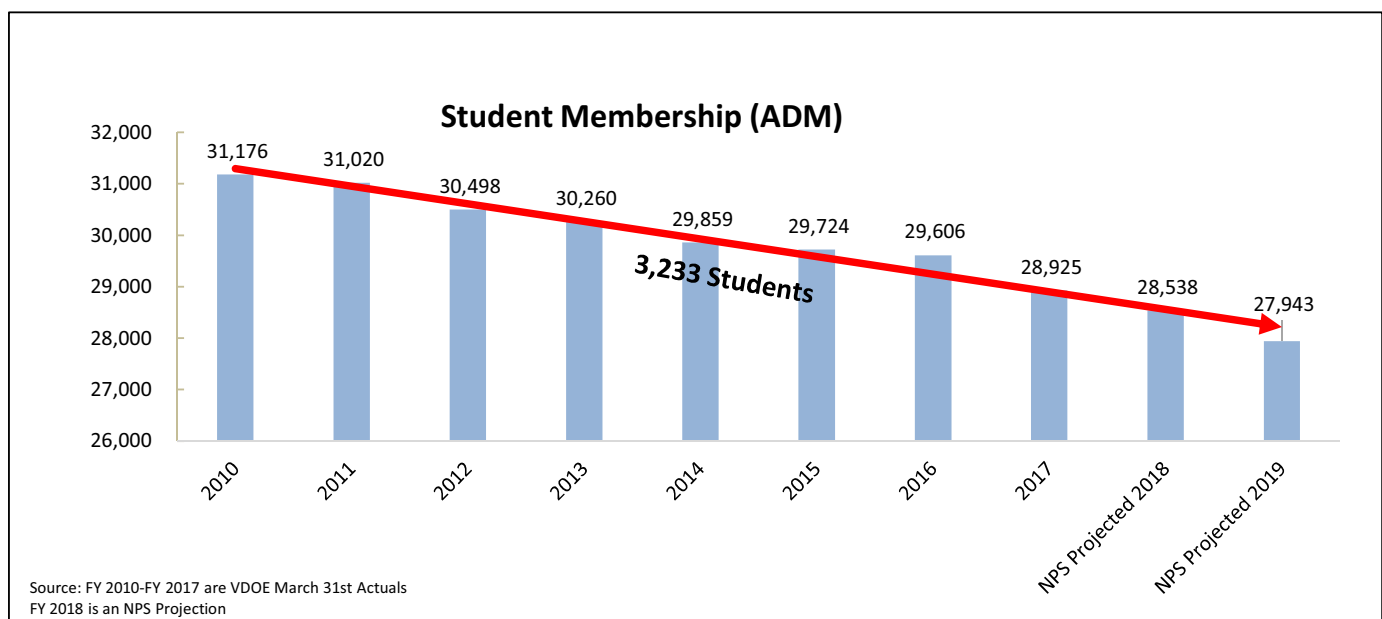
The division receives financial support from several sources:

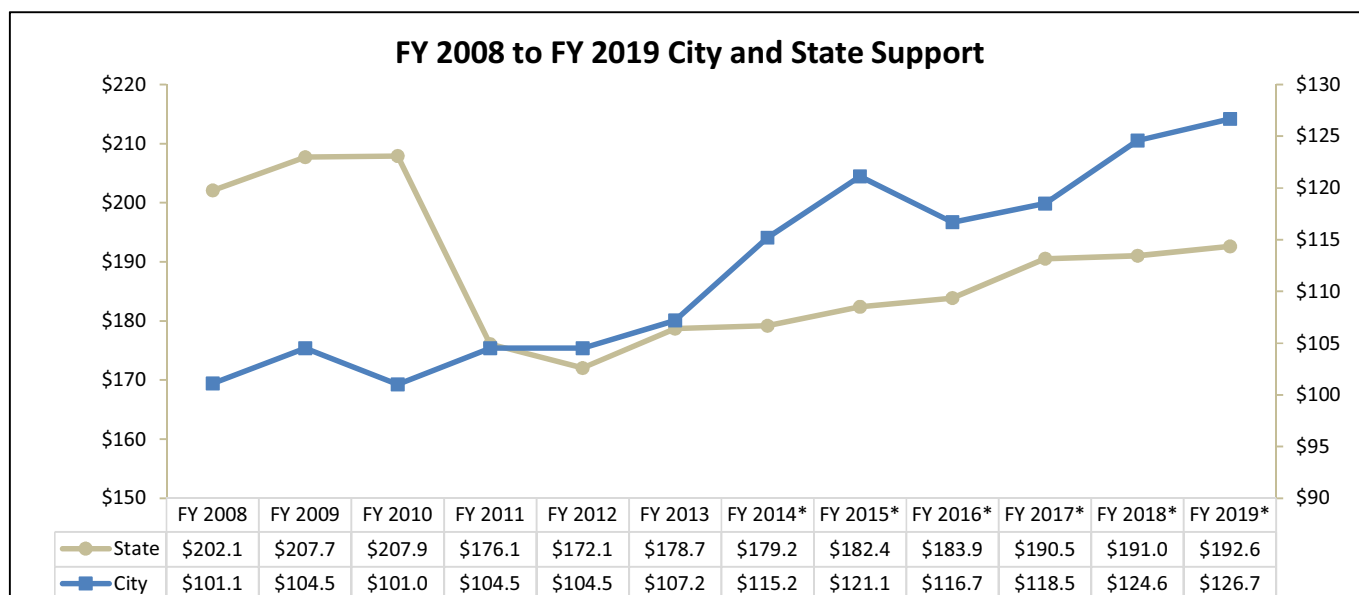
- Commonwealth of Virginia
- City of Norfolk
- Federal Government
- Local Fees and Revenues

Commonwealth of Virginia: Support for public schools is a shared cost between the Commonwealth of Virginia and localities. Article VIII, Section 2 of the Constitution of Virginia authorizes the General Assembly to determine the cost of education as prescribed by the Standards of Quality (SOQ) and to establish the cost share between state and local governments. Sales tax revenue is used to offset Basic Aid costs. In FY 2013, 1¹/₄ cent of the Commonwealth's 5-cent sales and use tax was dedicated to public school funding. In FY 2014, sales and use tax increased in Norfolk to 6-cents due to the statewide transportation bill, and of this 1³/₈ cent is dedicated to public school funding.

The Standards of Quality (SOQ) prescribe the minimum standards of education for public school divisions. The standards are established in the Constitution of Virginia and defined in the Code of Virginia. Only the State Board of Education and the General Assembly can alter the standards. SOQ rebenchmarking is completed every two years and coincides with the beginning of the Commonwealth's biennial budget cycle. SOQ accounts represent about 85 percent of the total state funding for direct aid to public education. Localities may choose to spend more than the required amounts at their own discretion. School divisions may offer additional programs and employ additional staff beyond what is required by the SOQ at their own discretion.

Average Daily Membership (ADM) as of March 31st is the student enrollment count that drives most state funds for public education. The ADM is reported to the Virginia Department of Education (VDOE) twice a year, a projection in the fall and a final ADM in the spring. ADM is determined by the total days in membership for all students over the school year divided by the number of days school was in session. NPS projects ADM to decline from 28,538 in FY 2018 to 27,943 in FY 2019, a decrease of 595 students. Since 2010, ADM has decreased by 3,233 students or 10.4 percent, while city support has increased. Pre-kindergarten is an optional program and not included in the ADM. As such, the numbers reported here do not include pre-kindergarten.



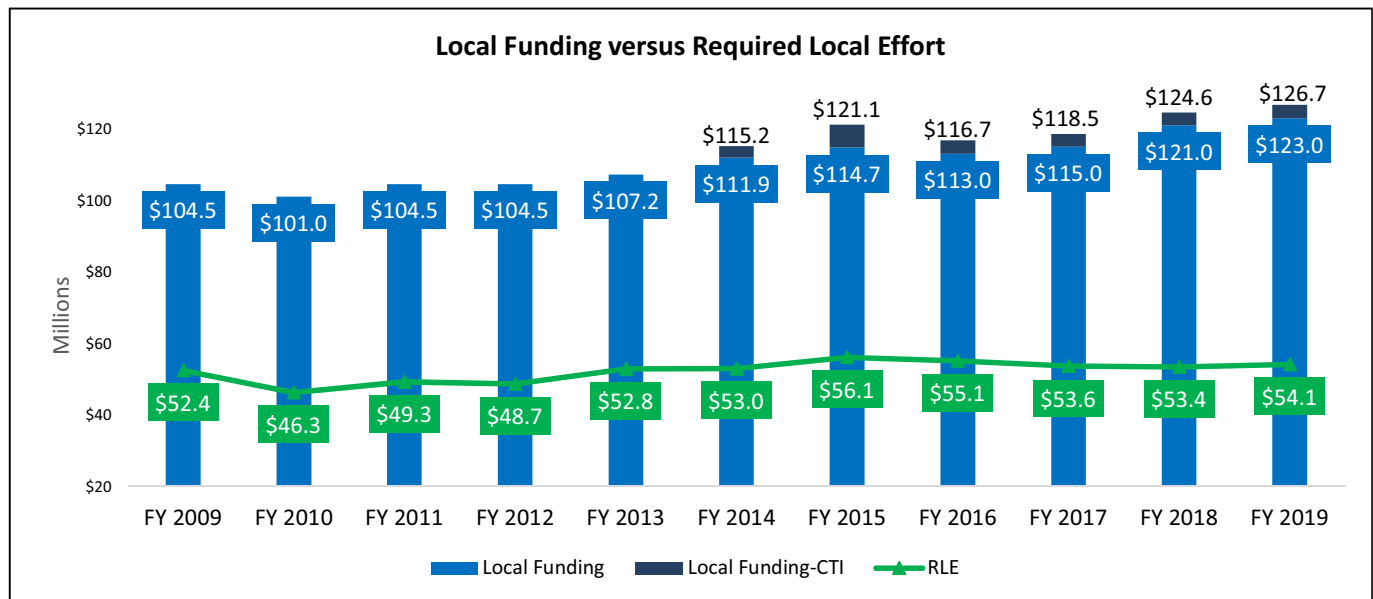


* Includes Construction, Technology, and Infrastructure (CTI) funding. FY 2018 and FY 2019 are budgeted amounts, all others are actuals.

City of Norfolk: Education has been an ongoing priority for City Council and the City of Norfolk. Despite the Great Recession and declines in enrollment, city support has increased over the last decade. Traditionally, NPS has submitted a budget based on its identified needs, and the local contribution has been determined by balancing those needs against citywide needs and financial capacity. In contrast to the state, the city does not decrease its support when student enrollment declines. Student enrollment is projected to decline by 595 students in FY 2019, but the city's ongoing support will increase by \$5 million in FY 2019 (by making the \$3 million in one-time funds awarded in FY 2018 permanent and adding an additional \$2 million). Since 2009, local support has increased by \$22.2 million or 21.2 percent despite declining enrollment. This amount includes the Construction, Technology, and Infrastructure program (CTI).

Beginning in FY 2020, the Local Revenue Allocation Policy included at the end of this section will be used to determine the local contribution to NPS's operating funds. By using a formula to allocate a fixed share of non-dedicated local revenues to schools, this policy provides a predictable, objective method so that both NPS administration and the city can engage in better financial planning with available resources. The policy also links economic growth to school funding, recognizing the importance of schools to the city's economic success.

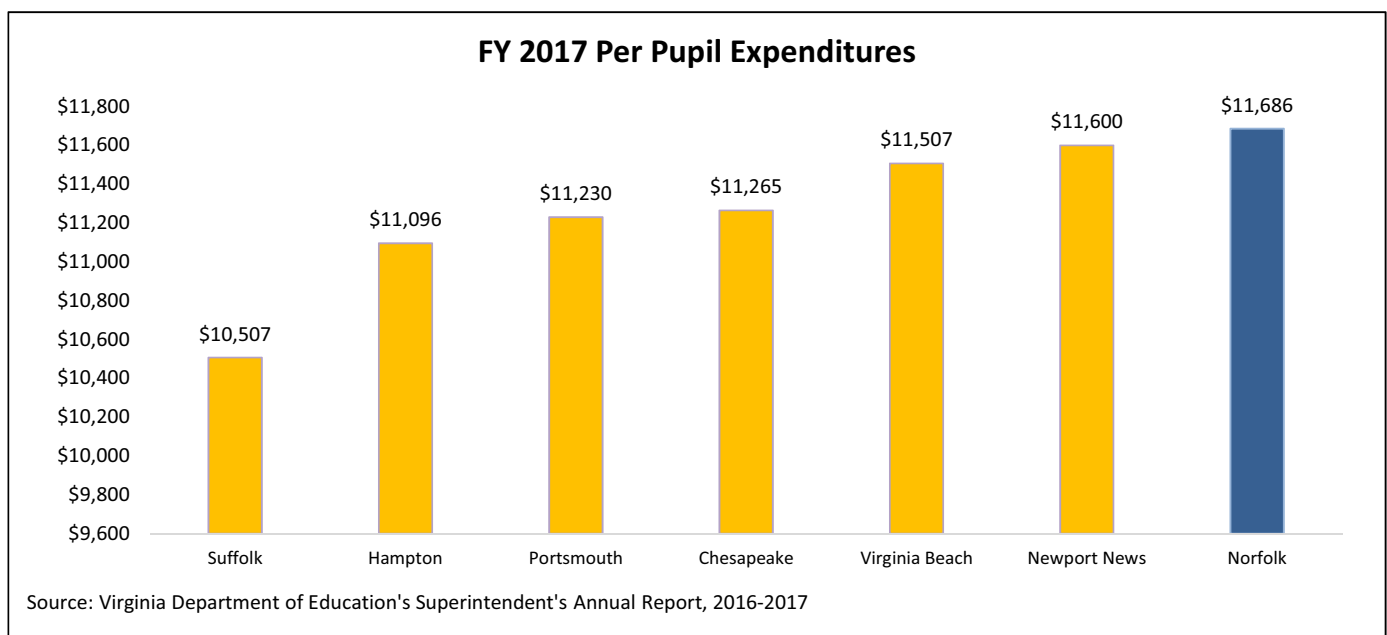
Local Composite Index: The Local Composite Index (LCI) was formulated by the state to measure a locality's ability to fund education. The LCI is calculated using three measures of the local tax base: true real estate values (50 percent of measure); adjusted gross income (40 percent of measure); and local taxable retail sales (10 percent of measure). LCI calculations for the 2018-2020 biennium are based on 2015 data from the Virginia Department of Taxation. The local tax measures are combined with two per capita components: 2016 ADM and total population provided by the Weldon Cooper Center for Public Service. Each locality's ability to pay is evaluated relative to all other localities. Norfolk's LCI for FY 2019 is 0.2958, which means that the city's Required Local Effort (RLE) for SOQ programs is approximately 30 percent of the total cost of education for Norfolk. The city consistently provides more than 100 percent of the required amount.



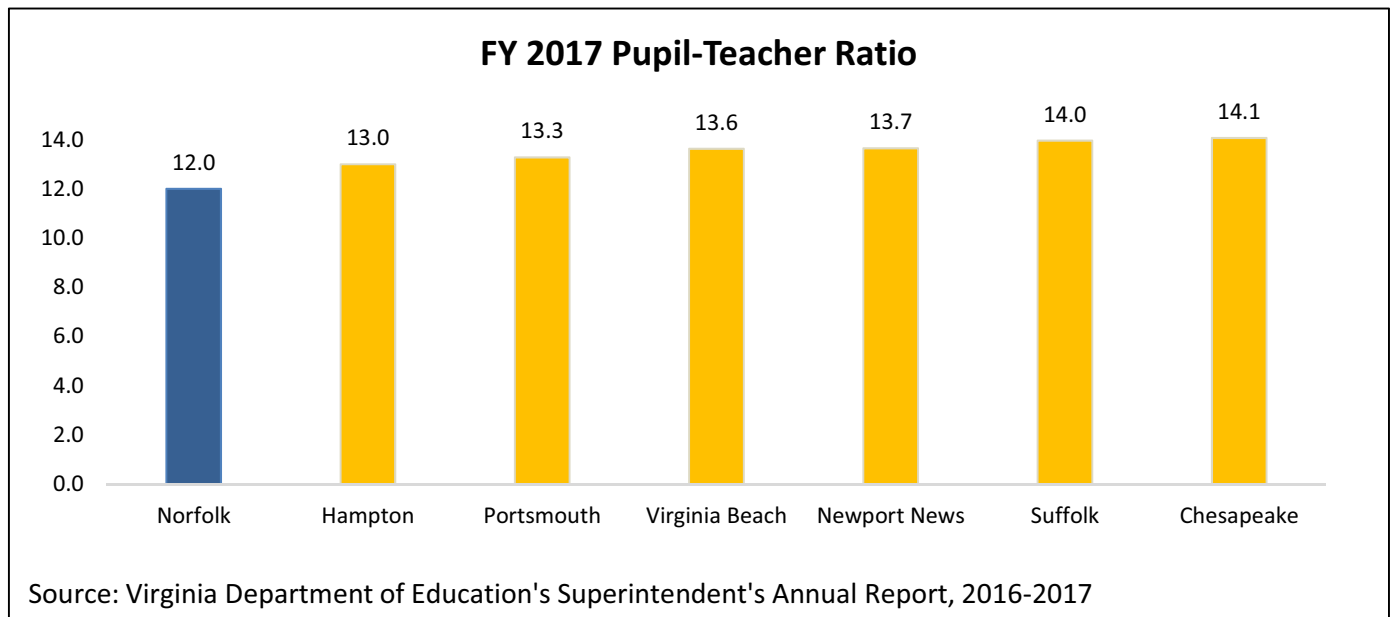
*FY 2015 includes \$3.0 million and FY 2016 includes \$246,600 in CTI carryforward from FY 2014.

Additionally, the city provides support for NPS related to capital debt service, landscape maintenance, school resource officers, and other services valued at over \$20 million in FY 2019. The city's FY 2019 - FY 2023 Capital Improvement Plan (CIP) continues support for facilities maintenance and school bus replacement.

Per Pupil Expenditure (PPE): PPE is the statistic that includes the amount of money put toward the general education for each student. The Superintendent's Annual Report for Virginia provides a yearly PPE for all school divisions in the Commonwealth. The report utilizes annual financial data submitted by school divisions. Since all school divisions submit this data, this report provides the best comparison of PPE across the state. The most recent available report is for FY 2017 and **Norfolk Public Schools has the highest PPE in the region.**



Pupil-Teacher Ratio: The Pupil-Teacher Ratio data is reported each year in the Superintendent's Annual report. The most recent report available is for FY 2017 and Norfolk has the lowest pupil-teacher ratio in Hampton Roads. The data reflect a weighted average that account for elementary and secondary teachers at each division.



Starting Teacher Salaries: Starting teacher salaries (including regular K-12, art, music, physical education, technology, remedial, gifted, mathematics, reading, special education, and ESL) are reported to the Virginia Department of Education by each division on an annual basis. For FY 2018, divisions reported the annual salary for three education levels. NPS is above the regional average for all three education levels.

FY 2018 Starting Teacher Salaries

School Division	Bachelor's	Master's	Doctorate
Chesapeake	\$43,200	\$46,400	\$49,600
Hampton	\$43,700	\$46,300	\$48,300
Newport News	\$43,250	\$46,278	\$49,574
Norfolk	\$43,622	\$47,122	\$51,422
Portsmouth	\$43,622	\$46,122	\$49,622
Suffolk	\$40,677	\$43,621	\$45,932
Virginia Beach	\$44,796	\$47,296	\$48,896
Regional Average	\$43,267	\$46,163	\$49,049
Highest of Hampton Roads	Virginia Beach	Virginia Beach	Norfolk

Source: Virginia Department of Education, 2017-2018 Teacher Salary Survey

CONSTRUCTION, TECHNOLOGY, AND INFRASTRUCTURE

Program Overview

The Construction, Technology, and Infrastructure (CTI) program funds one-time capital, technology, and infrastructure improvements for the school division. The program funds (in priority order) the debt service for school construction projects, technology to enhance learning within the classroom, and infrastructure needs. A dedicated two-cent real estate tax increase from July 1, 2013, supports the CTI. The tax increase accelerates the funding for school construction projects and frees up capacity to address infrastructure and neighborhood capital needs citywide. All funds raised from the two-cent tax increase are used solely for this program. This funding source has the potential to grow over time as real estate values increase.

Dedicated Funding for FY 2019: \$3,702,000

History of Funding

Prior CTI Funds	\$17,302,100
FY 2019 CTI Funds	\$3,702,000
Total CTI Funds Appropriated	\$21,004,100

PERFORMANCE MEASURES

Norfolk Public Schools (NPS) FY 2018 Achievable Results (GOALS)

- NPS will implement, annually monitor, and refine the comprehensive plan for improving on-time graduation for students
- NPS will implement, annually monitor, and refine a system of support so that all schools are fully accredited as defined by the Virginia Department of Education (VDOE)
- NPS will improve the climate of support for the achievement of all students through staff, family, and community engagement

Priority: Lifelong Learning

Goal

Norfolk Public Schools (NPS) will implement, annually monitor, and refine a system of support so that all schools are fully accredited as defined by the Virginia Department of Education (VDOE)

Measure (As Reported by NPS)	FY 2016 Actual	FY 2017 Actual	FY 2018 State Benchmark	FY 2019 State Benchmark
Increase division level pass rates on SOLs (Standards of Learning)				
Grade 3 Reading	64	66	75	75
Grade 3 Mathematics	67	65	70	70
Grade 4 Reading	68	70	75	75
Grade 4 Mathematics	74	72	70	70
Grade 5 Reading	74	75	75	75
Grade 5 Mathematics	73	71	70	70
Grade 5 Virginia Studies	83	81	70	70
Grade 5 Science	72	67	70	70
Grade 6 Reading	64	67	75	75
Grade 6 Mathematics	77	67	70	70
Grade 7 Reading	71	73	75	75
Grade 7 Mathematics	49	46	70	70
Grade 8 English	63	65	75	75
Grade 8 Writing	57	61	75	75
Grade 8 Mathematics	51	68	70	70
Grade 8 Civics and Economics	79	80	70	70
Grade 8 Science	64	68	70	70

Measure (As Reported by NPS)	FY 2016 Actual	FY 2017 Actual	FY 2018 State Benchmark	FY 2019 State Benchmark
End-of-Course English: Reading	84	83	75	75
End-of-Course English: Writing	79	79	75	75
End-of-Course Algebra I	77	73	70	70
End-of-Course Geometry	80	75	70	70
End-of-Course Algebra II	93	92	70	70
End-of-Course Virginia and US History	71	74	70	70
End-of-Course World History I	74	86	70	70
End-of-Course World History II	79	78	70	70
End-of-Course Earth Science	80	77	70	70
End-of-Course Biology	80	74	70	70
End-of-Course Chemistry	90	94	70	70
End-of-Course World Geography	94	71	70	70

ADOPTED FY 2019 BUDGET ACTIONS

- **Increase local support for schools** **\$5,000,000**

Provide an additional \$5,000,000 for ongoing operating support. This budget action establishes the baseline level of funding for the Local Revenue Allocation Policy.

- **Adjust support for Construction, Technology, and Infrastructure program** **\$84,000**

Adjust support for Construction, Technology, and Infrastructure (CTI) program based on an increase in real estate assessments. The total amount, \$3,702,000, in the Adopted FY 2019 Budget will be used for debt service payments for recent school construction. The CTI program is designed to supplement the city's existing efforts for school construction and major maintenance.

- **Update SOQ and state support** **\$1,582,756**

Adjust support to NPS based on the 2018 - 2020 biennial budget as introduced by the Governor. Standards of Quality (SOQ) rebenchmarking is completed every two years and coincides with the beginning of the Commonwealth's biennial budget cycle. The General Assembly did not pass a budget during the 2018 regular session, and will reconvene in special session in April; when a biennial budget is passed, these figures will be updated. The estimated FY 2019 state support here does not include an estimated \$1,220,000 in revenue associated with the Virginia Public School Authority (VPSA) Technology program, which would have been included in previous years' support calculations. Norfolk Public Schools is moving revenue associated with this program from its Operating Fund to its Grant Fund to better reflect the program's financial structure. This update also includes funds related to sales tax receipts.

- **Adjust FY 2019 local revenue estimate** **(\$602,951)**

Technical adjustment based on a decline in miscellaneous local revenues received from sources such as tuition, fees, surplus sales, building rentals, and other small revenue items. This adjustment is based on the School Board's Proposed FY 2019 Budget.

- **Remove one-time funding for NPS** **(\$3,000,000)**

Technical adjustment to remove one-time funds provided for operating support in FY 2018.

Norfolk Public Schools

Total: \$3,063,805

NORFOLK PUBLIC SCHOOLS SUMMARY

The School Board issues a separate, detailed budget document which identifies grant revenues in addition to the School Operating Budget. The FY 2016 and FY 2017 Actual amounts are provided by NPS. The FY 2018 and FY 2019 Adopted amounts are approved by City Council.

Revenue Summary

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Operating Revenue from the City	112,471,922	114,971,922	117,971,922	122,971,922
Construction, Technology, and Infrastructure				
<i>Infrastructure and Technology to NPS</i>	1,500,000	0	0	0
<i>Debt Service</i>	1,932,300	3,527,400	3,618,000	3,702,000
<i>Unspent CTI Funds</i>	0	0	0	0
Total CTI	3,432,300	3,527,400	3,618,000	3,702,000
Total ongoing support	115,904,222	118,499,322	121,589,922	126,673,922
One-time support				
CTI carryforward to NPS for Infrastructure and Technology (from FY 2014 unspent CTI funds)	246,600	0	0	0
One-time support	550,000	0	3,000,000	0
Subtotal one-time support	796,600	0	3,000,000	0
Total City Revenue	116,700,822	118,499,322	124,589,922	126,673,922
Revenue from Commonwealth	182,368,746	185,922,163	191,027,436	192,610,192
Revenue from Federal Funds	5,399,128	5,263,558	5,651,426	5,651,426
Revenue from Other Funds	3,691,408	3,637,903	4,023,361	3,420,410
NPS Carryforward	4,410,913	3,149,274	0	0
Subtotal State and Other	195,870,195	197,972,898	200,702,223	201,682,028
Total Operating Revenues	312,571,017	316,472,220	325,292,145	328,355,950
Total Grant Revenues and School Nutrition Funds	57,898,212	56,797,895	54,222,017	57,200,000
Total Revenues	370,469,229	373,270,115	379,514,162	385,555,950
Additional Services Provided¹ (see next page for details)	15,013,760	22,265,947	19,009,032	24,877,128
Grand Total Support Received	385,482,989	395,536,062	398,523,194	410,433,078

¹ Additional services exclude school construction and reflect the adjustment of School Crossing Guards from NPD to NPS in FY 2015. These amounts are now included in Revenue from the City.

Expenditure Summary

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
School Operating Budget	308,887,807	313,115,532	325,292,145	328,355,950
Grants and Special Programs	38,876,716	37,986,434	35,022,017	38,000,000
Child Nutrition Services	17,952,330	18,277,589	19,200,000	19,200,000
Total Expenditures	365,716,853	369,379,555	379,514,162	385,555,950

Additional Services Provided to Norfolk Public Schools (Excluding School Construction)

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Debt Service for School Buses	309,850	347,780	904,650	938,477
Debt Service for School Construction and Maintenance Projects ¹	9,395,531	16,231,859	14,514,755	16,231,859
Grounds Maintenance	681,294	693,375	695,000	694,000
School Resource Officers	877,085	992,933	894,627	1,012,792
Subtotal Other City Support	11,263,760	18,265,947	17,009,032	18,877,128
Ongoing School Maintenance	3,750,000 ²	4,000,000	2,000,000	6,000,000
Grand Total Additional Services Provided	15,013,760	22,265,947	19,009,032	24,877,128

In addition to the direct city support to Norfolk Public Schools, the city provides additional services (listed above) funded through city departments' budgets. Debt service for school construction and school buses are included in the city's Debt Service budget, School Resource Officers are included in the Police budget, and Grounds Maintenance is in the Recreation, Parks and Open Space budget.

¹In December, 2014, the city established a revolving line of credit (the "Line") to be used as low cost flexible interim financing. By matching borrowing to school construction, renovation, and maintenance costs the city has been able to reduce its short-term debt service expenditures. Through utilization of the Line, the city has benefited from both low interest costs and better flexibility to time its long-term debt issuance.

² NPS received an additional \$250,000 to address school maintenance in the FY 2016 Budget amendment.

SCHOOL OPERATING FUND

Operating Revenues

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Revenue from Commonwealth				
Standards of Quality Funds				
Basic Aid	83,986,359	86,503,419	85,183,732	87,785,289
Textbook Payments	1,140,032	355,343	2,196,791	1,984,192
Vocational Education Standards of Quality (SOQ)	936,588	993,825	980,531	1,458,240
Gifted Education	956,948	973,542	960,521	985,297
Special Education SOQ	9,915,614	9,390,628	9,265,022	10,385,033
Prevention, Intervention and Remediation	5,823,133	6,125,204	6,043,275	5,537,371
Fringe Benefits	16,761,776	17,544,046	18,590,075	18,582,707
English as a Second Language (ESL) ¹	0	0	707,668	716,795
Remedial Summer School	797,514	806,236	806,236	709,143
Total Standards of Quality Funds	120,312,964²	122,692,243	124,733,851	128,144,067
State Sales Taxes	32,400,377	32,617,800	32,536,797	33,614,795
Lottery Funded Programs	25,851,400	28,873,695	24,745,935	24,945,328
Other State Funds	3,804,005	1,738,425	9,010,853	5,906,002
Total from Commonwealth	182,368,746	185,922,163	191,027,436	192,610,192
Total Federal	5,399,128	5,263,558	5,651,426	5,651,426
Total City Funds	116,700,822	118,499,322	124,589,922	126,673,922
Total Other Revenue	3,691,408	3,637,903	4,023,361	3,420,410
Total Carryforwards	4,410,913	3,149,274	0	0
Total Revenues	312,571,017	316,472,220	325,292,145	328,355,950

¹English as a Second Language moved back to Standards of Quality funds from Lottery Funds in FY 2017.

²The total Standards of Quality funds for FY 2016 reflects the removal of \$5,000. This is consistent with the NPS Approved budget document.

Operating Expenditures

Expenditures	Positions		FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
	FY 2018	FY 2019				
Instructional Services	3,143	3,095	234,495,960	235,305,390	241,720,319	243,498,098
Administration, Attendance, and Health	184	187	15,892,770	16,358,309	18,149,316	19,172,582
Pupil Transportation	287	294	12,355,477	12,396,762	13,822,722	13,785,647
Operations/ Maintenance	412	411	33,973,285	34,867,496	35,791,376	36,703,503
Community Services	0	0	697	0	0	0
Facility Improvements	0	0	1,355,152	348,808	1,439,989 ¹	1,400,000 ¹
Information Technology	63	63	8,882,166	10,311,367	10,750,423	10,094,120
School Operating Budget	4,088	4,050	306,955,507	309,588,132	321,674,145	324,653,950
Construction Technology and Infrastructure			1,932,300	3,527,400	3,618,000	3,702,000
Grand Total Operating and CTI			308,887,807	313,115,532	325,292,145	328,355,950
Difference from City Revenue						0
Total Expenditures						328,355,950

¹ This amount differs from the NPS Approved FY 2018 and NPS Proposed FY 2019 budgets. The NPS budgets for facilities improvements includes CTI funds, which is shown in the Construction, Technology, and Infrastructure line.

SCHOOL GRANTS

Grants and Special Programs Summary

	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Estimated
Federal Grants	34,047,574	32,963,034	29,796,067	31,000,000
Commonwealth of Virginia Grants	4,175,241	4,073,615	4,081,600	5,500,000
Other/Foundation Grants	653,901	949,785	1,144,350	1,500,000
Total Grant Revenues	38,876,716	37,986,434	35,022,017	38,000,000

Grants and Special Programs Expenditure Summary

Federal Grants

	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Estimated
Compensatory Programs	20,667,825	20,153,663	15,103,707	15,103,707
Special Education	9,860,104	8,816,288	7,371,912	7,371,912
Career, Technical and Adult Education	1,131,631	991,636	1,027,340	1,027,340
Other Projects	2,388,014	3,001,447	6,293,108	7,497,041
Total Federal Grants	34,047,574	32,963,034	29,796,067	31,000,000

Commonwealth of Virginia Grants

	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Estimated
Career, Technical and Adult Education	156,268	186,358	180,171	180,171
State Operated Facilities	2,994,482	3,032,006	3,120,674	3,120,674
Special Education	184,168	167,770	172,754	172,754
Virginia Technology Initiative	364,089	328,791	375,000	0
Other Grants	476,234	358,690	233,001	2,026,401
Total Commonwealth of Virginia Grants	4,175,241	4,073,615	4,081,600	5,500,000

OTHER/FOUNDATION GRANTS

	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Estimated
Other/Foundation Grants	653,901	949,785	1,144,350	1,500,000
Total Other/Foundation Grants	653,901	949,785	1,144,350	1,500,000
Total Grants and Special Programs	38,876,716	37,986,434	35,022,017	38,000,000

CHILD NUTRITION SERVICES

Revenues	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Sales	1,383,900	1,362,273	1,537,400	1,635,000
Federal and State Food Program Reimbursements	16,422,282	16,283,283	16,350,000	16,280,000
Federal Commodities Donated	1,087,767	1,088,495	1,200,000	1,200,000
Interest Earned	17,161	23,500	16,000	16,000
Other Revenue	110,386	53,910	96,600	69,000
Total Revenues	19,021,496	18,811,461	19,200,000	19,200,000

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Cost of Goods Sold	9,339,519	9,567,809	9,489,929	9,132,795
Employee Compensation	7,321,915	7,271,761	7,922,928	8,272,418
Supplies and Materials	97,535	97,099	94,000	94,000
Equipment and Other Costs	1,193,361	1,340,920	1,693,143	1,700,787
Total Expenditures	17,952,330	18,277,589	19,200,000	19,200,000
Excess of Revenues Over Expenditures	1,069,166	533,872	0	0
Fund Balance – Beginning of Year	7,185,077	8,254,243	8,788,115	8,788,115
Fund Balance – End of Year	8,254,243	8,788,115	8,788,115	8,788,115

LOCAL REVENUE ALLOCATION POLICY

PURPOSE

This policy is to establish the procedure for allocating to the City of Norfolk and Norfolk Public Schools non-dedicated local revenues that are estimated to be available in a given fiscal year. It is the intent of this policy to provide a predictable, objective means of allocating local revenues while providing sufficient funding to meet the strategic goals of both the city and Norfolk Public Schools.

This policy seeks to resolve longstanding concerns over the fair division of limited resources and strike a balance between the funding requirements of school and city services. The policy is designed to accomplish these goals by providing better planning for school funding based on a predictable share of non-dedicated local tax revenue and reduce the Schools' reliance on one-time local support. The policy links economic growth to school funding, to recognize the importance of schools to the economic success of the city. It comes after many meetings with school staff to jointly address as many concerns as possible; however, the policy does not reflect the full support of the school system.

At no time shall the City's allocation be less than that required by Virginia law for the maintenance of an educational program meeting the Standards of Quality as established by the General Assembly.

DEFINITIONS

"City" refers to the City of Norfolk exclusive of the Norfolk Public Schools system.

"Schools" refers to the Norfolk Public Schools system.

"Non-Dedicated Local Tax Revenue" refers to the revenue sources identified in Table 1. The set of revenues to be used for the calculation was recommended by Norfolk Public Schools; some sources of local revenue have been excluded, such as the cigarette tax, due to their existing dedications.

"Dedicated Local Taxes" refer to taxes that have been previously obligated or may be obligated in the future by the City Council or state law to support specific projects or programs. Examples of dedicated local taxes that are excluded from this policy include, but are not limited to: Tax Increment Financing District revenues; Special Services District revenues; the two cents real estate tax revenue dedicated to Norfolk Public Schools for Construction, Technology, or Infrastructure; the one cent real estate tax dedicated to resilience; the 1.9 cents real estate tax revenue dedicated to the St. Paul's initiative; taxes that represent "net-new revenues" and are required to be redirected or are the basis for the calculation of an incentive payment as part of a public-private partnership approved by City Council; cigarette tax revenue dedicated to economic development initiatives; hotel tax revenue dedicated to tourism infrastructure and public amenities; food and beverage tax revenue dedicated to public amenities; motor vehicle license fee revenue dedicated to the complete streets initiative; and any other obligations that City Council may make in the future.

"Revenue Sharing Formula" refers to the method of sharing local tax revenues between the city and schools.

"Local Contribution" refers to local funds appropriated for Schools by City Council in May of each year for the upcoming fiscal year beginning July 1.

"Actual Non-Dedicated Local Tax Revenues" refers to the actual collected local revenues reflected in the Comprehensive Annual Financial Report (CAFR) at the end of each fiscal year.

“Reversion Funds” refer to the funding held by Norfolk Public Schools at the close of business of each fiscal year (per Code of Virginia § 22.1-100) and to the end of year true-up to the revenue sharing formula based on actual local tax revenues.

REVENUE SHARING FORMULA CALCULATION

Initial Estimate: In September, the city’s Office of Budget and Strategic Planning will provide to Norfolk Public Schools an estimate of the local contribution for the upcoming fiscal year.

Mid-year Estimate: In February, the city’s Office of Budget and Strategic Planning will provide to Norfolk Public Schools an updated estimate of the local contribution for the upcoming fiscal year.

Final Estimate: In March, the city’s Office of Budget and Strategic Planning will provide a final estimate of the local contribution. This will be the estimate included in the city’s Proposed Operating Budget.

Estimates of the revenues contained in the Revenue Sharing Formula shall be clearly presented in the city’s operating budget.

Revenue Sharing Formula Calculation: The city’s Office of Budget and Strategic Planning will allocate to Norfolk Public Schools a constant 29.55 percent share of non-dedicated local tax revenues shown in the table below starting in FY 2020. This formula calculation shall comprise the local contribution for Norfolk Public Schools pursuant to this policy.

Sources of Non-Dedicated Local Tax Revenue ¹	
Real Estate tax ²	Real Estate Public Service Corporation tax ²
Personal Property tax ²	Transient Occupancy (Hotel) tax
Sales and Use tax	Machinery and Tools tax ²
Food and Beverage (Meals) tax	Consumer Water Utility tax
Business License tax	Motor Vehicle License Fee (city)
Communication Sales and Use tax	Consumer Gas Utility tax
Consumer Electric Utility tax	Recordation tax

¹Less dedications as described in the “Dedicated Local Taxes” in the Definitions section.

²Does not include delinquent tax revenue

Mid-year Revenue Shortfall: If the city anticipates, at any time during the fiscal year, that actual non-dedicated local tax revenues will fall significantly below the budgeted amount, the City Manager or his designee will provide to Norfolk Public Schools an updated estimate of the local contribution. The School Superintendent, upon notification by the City Manager or his designee, will be expected to notify the Board and take necessary actions to reduce expenditures in an amount equal to the reduction in the local contribution to Norfolk Public Schools.

State Revenue Shortfall: If, at any time during the fiscal year, a significant shortfall in revenue from the Commonwealth is anticipated, The City Manager or designee, School Superintendent, the city’s Director of Budget and Strategic Planning, and Schools’ Chief Financial Officer shall work together to address the projected shortfall.

True-up Provision: If, at the end of the fiscal year, the actual non-dedicated local tax revenues differ from the budgeted non-dedicated local tax revenues, any excess revenue will be allocated in the same manner as similar revenues were apportioned in the recently ended fiscal year. The School Board may request that such funds be appropriated for one-time expenditures. The procedure to request appropriation is discussed below in the

reversion funds section. Similarly if revenues underperform, the shortage will be taken as a part of the end-of-year true-up process.

End of Year Funds: All other sources of funding shall be expended by Norfolk Public Schools prior to the use of local contribution. All unexpended balances held by Norfolk Public Schools at the close of business of each fiscal year are to be returned to the fund balance of the city's General Fund as required by Code of Virginia § 22.1-100. The School Board may request that such funds be appropriated for one-time expenditures. The procedure to request appropriation is discussed below in the reversion funds section.

Reversion Funds: The School Board may request, by resolution, the re-appropriation of all reversion funds including the balance of end of the year funds that were returned to the city's General Fund balance and any revenue from the true-up of the formula as described above.

The School Board resolution may request the use of reversion funds for one-time purchases. Upon receipt of the resolution, the city's Office of Budget and Strategic Planning shall prepare an ordinance for the City Council's consideration of the School Board's request at the earliest available City Council meeting. If the School Board does not make a request to appropriate the reversion funding, it will be used in the subsequent fiscal year's Capital Improvement Plan to support the one-time purchase of school buses.

Following City Council's action, the city's Office of Budget and Strategic Planning shall notify Norfolk Public Schools of the City Council's decision and shall amend the budget accordingly.

PROCESS TO REVISE THE LOCAL REVENUE ALLOCATION POLICY

The City Manager, Schools Superintendent, the city's Director of Budget and Strategic Planning, and Schools' Chief Financial Officer shall meet annually to discuss changes in state and federal revenues that support school operations, any use of one-time revenues, and any adjustments made to existing revenues supporting the funding formula. If they determine that an adjustment is needed, the City Manager and Superintendent will brief the City Council and School Board respectively.

PROCEDURE TO REQUEST AN INCREASE IN LOCAL CONTRIBUTION

If the Norfolk School Board, in consultation with the School Superintendent determine additional funding, beyond what is provided by the formula, is required to maintain the current level of operations or to provide for additional initiatives, it will notify the City Council by resolution by April 1 to allow for inclusion in the city's operating budget deliberations. The School Board's resolution shall contain the following:

- That additional funding is required,
- The amount of the additional funding requested,
- The purpose for the additional funding, and
- That the School Board supports an increase in the real estate tax rate (or other local tax rate) to support the additional request.

City Council may revise the policy at its discretion. If no other action is taken by the City Council this policy shall remain effective until modified by the City Council.

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Special Revenue Funds



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SPECIAL REVENUE FUND SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Revenues			
General Property Taxes	5,384,000	5,266,000	5,855,000
Other Local Taxes	9,186,881	10,215,596	10,474,596
Fines and Forfeitures	8,061	11,535	12,000
Use of Money and Property	620,784	990,130	826,130
Charges for Services	38,966,533	40,381,778	38,422,956
Miscellaneous Revenue	535,154	535,199	586,334
Recovered Costs	2,157,509	2,131,000	1,769,551
Categorical Aid - Virginia	-	77,000	81,000
Federal Aid	340,137	113,617	-
Other Sources and Transfers In	3,384,037	3,976,546	2,285,118
Total Revenues	60,583,096	63,698,401	60,312,685

Actual amounts represent collections, not appropriation authority.

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Expenditures			
Personnel Services	17,942,435	19,527,969	20,459,901
Materials, Supplies and Repairs	5,185,925	6,359,020	4,727,111
Contractual Services	16,275,118	14,618,758	11,426,232
Equipment	1,421,156	2,778,853	3,570,625
Department Specific Appropriation	13,018,817	8,564,399	8,774,600
Debt Service/Transfers to CIP	11,811,477	11,849,402	11,354,216
Total Expenditures	65,654,928	63,698,401	60,312,685

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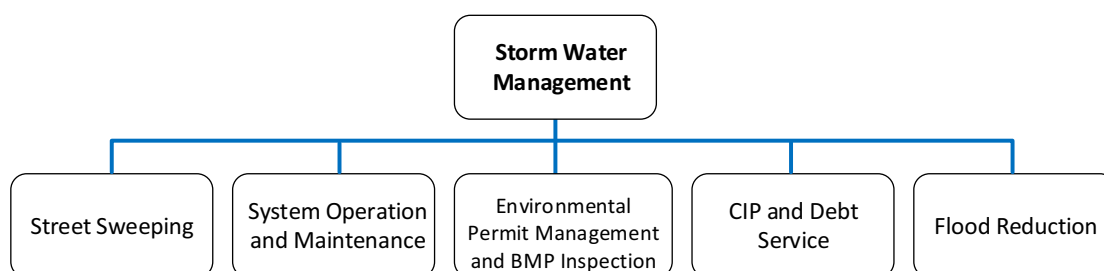
STORM WATER MANAGEMENT

MISSION STATEMENT

As part of Public Works Operations, Storm Water Management strives to improve the quality of life of Norfolk's residents, business owners, and visitors by improving the environment through reducing pollutants in storm water discharges. Storm Water Management also mitigates flooding, thereby reducing property damage and threats to life, health, and economic vitality.

DEPARTMENT OVERVIEW

The Division of Storm Water Management focuses on five prominent categories of work: environmental permit management and regulatory compliance, Capital Improvement Program (CIP) and debt service, flood reduction, system operation and maintenance, and street sweeping. Staff is comprised of professional engineers, environmental scientists, and operations personnel that coordinate to meet the division's goals of reducing flooding and preventing pollution. The Division of Storm Water Management receives oversight from the Department of Public Works.



PERFORMANCE MEASURES

Goal

Enhance efficient use and protection of natural resources

Objective

Prevent pollutants and debris from entering the storm water system

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Miles of curb cleaned through street sweeping	53,755	54,632	50,000	50,000	0
Number of tons of debris removed by street sweeping	7,967	8,461	7,000	7,000	0

Goal					
Reduce the negative impacts of flooding					
Objective					
Keep Norfolk's drain/storm water structures clean and free from debris					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of drain structures cleaned annually	6,231	7,459	7,000	7,000	0

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Use of Money and Property	\$7,789	\$590	\$565	\$565
Charges for Services	\$15,556,193	\$15,929,744	\$16,422,016	\$16,532,729
Miscellaneous Revenue	\$88,515	\$107,607	\$45,000	\$45,000
Other Sources and Transfers In	\$0	\$0	\$6,116	\$0
Federal Aid	\$0	\$112,903	\$0	\$0
Total	\$15,652,497	\$16,150,844	\$16,473,697	\$16,578,294

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$5,480,030	\$5,849,984	\$5,877,611	\$6,812,177
Materials, Supplies and Repairs	\$2,378,593	\$2,688,424	\$3,801,543	\$2,080,934
Contractual Services	\$2,784,999	\$2,929,342	\$1,276,948	\$1,669,927
Equipment	\$453,528	\$177,486	\$789,225	\$988,225
Department Specific Appropriation	\$7,437	(\$66)	\$0	\$0
Debt Service/Transfers to CIP	\$4,414,018	\$4,416,853	\$4,728,370	\$5,027,031
Total	\$15,518,605	\$16,062,023	\$16,473,697	\$16,578,294

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$3,218,496	Community Improvement Grant	0
		National Fish & Wildlife Foundation Grants	
		Stormwater Local Assistance Fund Grants	

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$44,031** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Support asset management and work order system** **FY 2019 \$11,530** **FTE: 0**

Provide funds to replace the software system used to manage work orders and requests throughout various departments, schedule preventative maintenance for assets, control inventory of assets, plan and budget resources, and report on these systems. This system allows departments to track work needed throughout the city from the time a complaint is reported until the project is complete. The new system will be funded by the General Fund, the Water Utility Fund, the Waste Water Utility Fund, and the Storm Water Fund based on utilization for a total cost of \$496,800 in FY 2019.

• **Increase funding for HRPDC contribution** **FY 2019 \$8,393** **FTE: 0**

Technical Adjustment to increase funding to Hampton Roads Planning District Commission (HRPDC). Norfolk's contribution to HRPDC is based on a per capita rate and population numbers from the U.S. Census Bureau. The contribution from Storm Water supports regional environmental education and outreach programs.

• **Adjust debt expenditures** **FY 2019 \$298,661** **FTE: 0**

Technical adjustment to adjust debt service expenditures based on anticipated principal and interest obligations for outstanding debt.

• **Adjust operational expenses** **FY 2019 (\$320,356)** **FTE: 0**

Technical adjustment to adjust funds for operational expenses which occurs annually. These expenses include vehicle maintenance, fuel, indirect costs, and materials and supplies for operations.

• **Remove one-time funds for new vehicle purchase** **FY 2019 (\$23,000)** **FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2018 to purchase a new vehicle. The Adopted FY 2018 Budget included funds for a new Construction Inspector II position. The vehicle supports the new position.

• **Adjust costs for Fleet expenditures** **FY 2019 \$26,359** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$43,997** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system**

FY 2019 \$24,102 FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 (\$9,120) FTE: -13

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Storm Water Management

Total: \$104,597 FTE: -13

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accountant I	1 11	\$40,805	\$66,586	1	0	1
Accountant IV	1 14	\$52,020	\$86,041	0	1	1
Accounting Supervisor	1 14	\$52,020	\$86,041	1	0	1
Accounting Technician II	1 7	\$29,391	\$47,962	2	0	2
Administrative Assistant II	1 10	\$37,337	\$60,884	2	0	2
Administrative Technician	1 7	\$29,391	\$47,962	2	-1	1
Automotive Service Attendant	1 8	\$31,804	\$51,864	1	0	1
Civil Engineer II	1 14	\$52,020	\$86,041	2	0	2
Civil Engineer III	1 15	\$56,314	\$92,075	3	-1	2
Civil Engineer V	1 17	\$64,260	\$104,872	0	1	1
Collection Coordinator	1 11	\$40,805	\$66,586	1	0	1
Construction Inspector I	1 9	\$34,445	\$56,161	1	-1	0
Construction Inspector II	1 11	\$40,805	\$66,586	5	-2	3
Crew Leader I	1 9	\$34,445	\$56,161	9	0	9
Design/Construction Project Manager, Senior	1 17	\$64,260	\$104,872	2	-1	1
Engineering Technician I	1 10	\$37,337	\$60,884	2	0	2
Engineering Technician II	1 11	\$40,805	\$66,586	2	0	2
Environmental Engineer	1 14	\$52,020	\$86,041	2	-1	1
Environmental Specialist II	1 12	\$44,339	\$72,308	1	0	1
Equipment Operator II	1 7	\$29,391	\$47,962	13	0	13
Equipment Operator III	1 8	\$31,804	\$51,864	16	0	16
Equipment Operator IV	1 9	\$34,445	\$56,161	1	0	1
Geographic Information Systems Technician II	1 11	\$40,805	\$66,586	1	0	1
Landscape Coordinator I	1 11	\$40,805	\$66,586	1	-1	0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Lead Mason	1 7	\$29,391	\$47,962	0	1	1
Maintenance Mechanic II	1 8	\$31,804	\$51,864	2	-1	1
Maintenance Worker I	1 3	\$21,646	\$35,301	13	-2	11
Maintenance Worker II	1 6	\$27,438	\$44,737	4	-1	3
Management Analyst II	1 13	\$47,823	\$77,978	1	-1	0
Manager of Budget & Accounting	1 18	\$68,697	\$112,020	1	0	1
Manager of Environmental Protection Programs	1 20	\$77,520	\$126,409	1	-1	0
Program Administrator	1 13	\$47,823	\$77,978	1	0	1
Program Supervisor	1 13	\$47,823	\$77,978	0	1	1
Programs Manager	1 15	\$56,314	\$92,075	1	0	1
Project Coordinator	1 13	\$47,823	\$77,978	1	-1	0
Public Relations Specialist	1 12	\$44,339	\$72,308	1	0	1
Public Services Coordinator	1 11	\$40,805	\$66,586	2	-2	0
Storekeeper II	1 6	\$27,438	\$44,737	1	0	1
Storm Water Assistant Superintendent	1 14	\$52,020	\$86,041	1	-1	0
Storm Water Engineer	1 19	\$72,930	\$118,606	1	0	1
Storm Water Operations Manager	1 15	\$56,314	\$92,075	2	0	2
Utility Maintenance Mechanic I	1 7	\$29,391	\$47,962	1	0	1
Utility Maintenance Mechanic II	1 9	\$34,445	\$56,161	1	1	2
Utility Maintenance Supervisor	1 11	\$40,805	\$66,586	4	0	4
Utility Maintenance Supervisor, Senior	1 13	\$47,823	\$77,978	2	0	2
Total				112	-13	99

TOWING AND RECOVERY OPERATIONS

MISSION STATEMENT

Towing and Recovery Operations strives to improve neighborhood livability by providing reliable dispatching of towing services, storage of vehicles, and returning vehicles to the proper owners.

DEPARTMENT OVERVIEW

Towing and Recovery Operations responds to all towing requests from city and state agencies. The division dispatches towing providers, sends written notification to owners and lien holders, disposes of vehicles, and maintains records of all tows and final disposition of vehicles. Customer service is provided 24 hours a day, seven days a week. The Department of Towing and Recovery Operations receives oversight from the Department of Public Works.

PERFORMANCE MEASURES

Goal					
Provide a safe environment for residents, visitors, and workers					
Objective					
Keep the city's streets free from nuisance and abandoned vehicles					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of nuisance vehicles removed	270	316	252	252	0
Number of abandoned vehicles removed	692	870	484	484	0
Total dollar value of towing fees collected	400,009	432,870	433,820	433,820	0

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Use of Money and Property	\$633,584	\$577,704	\$969,565	\$806,565
Charges for Services	\$605,921	\$648,696	\$839,565	\$847,000
Recovered Costs	\$88,640	\$5,700	\$19,000	\$5,700
Other Sources and Transfers In	\$0	\$150,000	\$0	\$0
Total	\$1,328,145	\$1,382,100	\$1,828,130	\$1,659,265

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$652,941	\$670,177	\$685,860	\$708,297
Materials, Supplies and Repairs	\$68,861	\$58,436	\$24,096	\$92,093
Contractual Services	\$595,274	\$541,672	\$935,104	\$646,567
Equipment	\$967	\$0	\$10,000	\$10,000
Debt Service/Transfers to CIP	\$198,687	\$187,762	\$173,070	\$202,308
Total	\$1,516,730	\$1,458,047	\$1,828,130	\$1,659,265

ADOPTED FY 2019 BUDGET ACTIONS

- **Provide funds for citywide compensation increase** **FY 2019 \$4,583** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- **Adjust operational expenses** **FY 2019 (\$214,384)** **FTE: 0**

Technical adjustment for operational expenses which occur annually. These expenses include vehicle maintenance, fuel, indirect costs, and materials and supplies for operations.

- **Adjust debt expenditures** **FY 2019 \$29,238** **FTE: 0**

Technical adjustment to increase debt service expenditures based on anticipated principal and interest obligations on outstanding debt.

- **Adjust costs for Fleet expenditures** **FY 2019 \$1,634** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

- **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$4,830** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system**

FY 2019 \$3,227 FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 \$2,007 FTE: -1

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Towing and Recovery Operations

Total: (\$168,865) FTE: -1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accountant I	1 11	\$40,805	\$66,586	1	0	1
Accounting Technician II	1 7	\$29,391	\$47,962	4.9	0	4.9
Administrative Assistant II	1 10	\$37,337	\$60,884	1	0	1
Equipment Operator II	1 7	\$29,391	\$47,962	1	-1	0
Support Technician	1 5	\$25,179	\$41,096	1	0	1
Towing Operations Manager	1 15	\$56,314	\$92,075	1	0	1
Total				9.9	-1	8.9

CEMETERIES

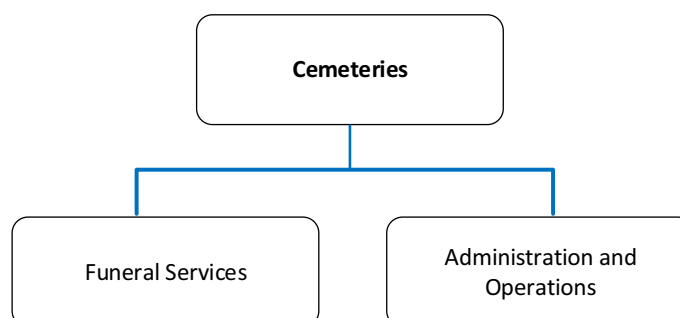
MISSION STATEMENT

The Bureau of Cemeteries provides cemetery services and preservation of family histories while maintaining and enhancing the natural beauty of the eight city-owned and operated cemeteries.

DEPARTMENT OVERVIEW

The Bureau of Cemeteries receives management oversight from the Department of Recreation, Parks and Open Space and consists of two divisions: Funeral Services, and Administration and Operations. The Division of Funeral Services provides both professional funeral services, which meet the needs of customers in a sensitive and courteous manner, and a grounds maintenance program.

The Bureau of Cemeteries operates an efficient grounds maintenance program through reliance on a mixture of contracts, seasonal labor, and a permanent workforce. The Bureau of Cemeteries maintains approximately 354 acres of developed cemetery properties; and anticipates servicing 840 funerals, installing over 496 foundations for memorials, and selling 492 graves annually, as well as providing revenue to the Cemetery Endowed Care Fund.



PERFORMANCE MEASURES

Goal

Enhance the vitality and aesthetic beauty of Norfolk's neighborhoods, roadway medians, parks, public grounds, and tree canopy

Objective

Maintain city cemeteries on a 12 to 14 working day or less mowing cycle

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of residents/visitors rating aesthetic quality of cemeteries as good or excellent (New measure in FY 2017)	0	90	80	80	0
Percent of cemetery grounds mowed on a 12 to 14 working days or less cycle	80	80	80	80	0

Goal					
Increase lifelong learning access					
Objective					
Enhance awareness among residents of the history of Norfolk's cemeteries while raising funds for cemetery restoration					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of educational sessions held to inform residents of the history of Norfolk's cemeteries	94	65	57	57	0
Number of participants for educational sessions (New measure in FY 2017)	0	1,251	1,000	1,000	0

Goal					
Increase access to city services and information					
Objective					
Provide a web-based program to allow access to cemetery records					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of Cemetery website page views	3,049	5,521	3,050	3,050	0
Objective					
Provide competent, courteous, and compassionate service to residents in a timely and professional manner					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent rating Cemeteries customer service as excellent or good (New measure for 2017)	0	95	90	90	0
Number of funerals for which services are provided by Cemeteries	847	795	840	840	0

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Charges for Services	\$905,770	\$844,915	\$896,018	\$1,042,727
Miscellaneous Revenue	\$536,860	\$427,365	\$490,199	\$541,334
Recovered Costs	\$300,000	\$300,000	\$300,000	\$179,258
Other Financing Sources	\$0	\$14,378	\$0	\$0
Other Sources and Transfers In	\$231,041	\$299,867	\$434,896	\$273,804
Total	\$1,973,671	\$1,886,525	\$2,121,113	\$2,037,123

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$1,532,225	\$1,545,161	\$1,851,514	\$1,764,288
Materials, Supplies and Repairs	\$221,511	\$234,091	\$190,520	\$193,570
Contractual Services	\$51,095	\$61,397	\$53,649	\$53,835
Equipment	\$99,289	\$15,635	\$25,430	\$25,430
Department Specific Appropriation	\$11,185	\$3,600	\$0	\$0
Total	\$1,915,305	\$1,859,884	\$2,121,113	\$2,037,123

ADOPTED FY 2019 BUDGET ACTIONS

- Provide funds for citywide compensation increase** **FY 2019 \$10,916** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- Support increase in water and sewer rates** **FY 2019 \$186** **FTE: 0**

Technical adjustment to provide additional funding for water and sewer rate increases. The water rate will increase by \$0.18 from \$4.93 per cubic feet (CCF) to \$5.11 per CCF and the sewer rate will increase by \$0.17 from \$4.13 per CCF to \$4.30 per CCF.

- Adjust costs for Fleet expenditures** **FY 2019 \$3,050** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

- Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$12,053** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- Adjust required contribution to the city's retirement system** **FY 2019 \$4,239** **FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 (\$114,434) FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Cemeteries

Total: (\$83,990) FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accounting Technician II	1 7	\$29,391	\$47,962	1	0	1
Administrative Technician	1 7	\$29,391	\$47,962	1	0	1
Bureau Manager	1 18	\$68,697	\$112,020	1	0	1
Cemetery Manager I	1 6	\$27,438	\$44,737	1	0	1
Cemetery Manager II	1 9	\$34,445	\$56,161	4	0	4
Division Head	1 16	\$60,149	\$98,068	1	0	1
Equipment Operator II	1 7	\$29,391	\$47,962	6	0	6
Equipment Operator III	1 8	\$31,804	\$51,864	4	0	4
Groundskeeper	1 4	\$23,333	\$38,047	9	0	9
Groundskeeper Crew Leader	1 9	\$34,445	\$56,161	1	0	1
Maintenance Supervisor II	1 12	\$44,339	\$72,308	1	0	1
Operations Manager	1 14	\$52,020	\$86,041	1	0	1
Public Information Specialist II	1 11	\$40,805	\$66,586	1	0	1
Support Technician	1 5	\$25,179	\$41,096	0.8	0	0.8
Total				32.8	0	32.8

GOLF OPERATIONS

MISSION STATEMENT

Golf Operations supports the exceptional quality of life in Norfolk by providing access to two golf courses; Ocean View Golf Course and Lambert's Point Golf Course.

DEPARTMENT OVERVIEW

The Golf Fund consists of two golf courses, which are managed and staffed by an outside vendor. The lease agreement ensures the delivery of a high quality golf experience with no assistance from the General Fund; ensures the maintenance of golf facilities; and supports capital improvements. The Golf Fund has no city employees.

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Use of Money and Property	\$48,600	\$37,269	\$15,000	\$15,000
Total	\$48,600	\$37,269	\$15,000	\$15,000

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Materials, Supplies and Repairs	\$16,893	\$0	\$6,000	\$6,000
Contractual Services	\$0	\$9,000	\$9,000	\$9,000
Total	\$16,893	\$9,000	\$15,000	\$15,000

PUBLIC AMENITIES

MISSION STATEMENT

The mission of the Public Amenities Fund is to promote cultural and entertainment activity by improving existing and preparing for new civic facilities.

DEPARTMENT OVERVIEW

As Norfolk continues to grow as a tourist and visitor destination, physical improvements to existing cultural and entertainment facilities and planning and preparation for new venues are needed. In FY 2003, the city raised the hotel tax from 7.0 percent to 8.0 percent and the food and beverage tax from 5.5 percent to 6.5 percent. The revenues generated by the increase are set aside in the Public Amenities Fund as a means of providing financial resources to improve public amenities and cultural facilities, increase tourism, and attract visitors to the city. The Public Amenities Fund has set aside funds for the Marriott Property Improvement Plan ("Marriott Convention Center") and provides ongoing support for the Norfolk Consortium (see Outside Agencies section). Members of the Norfolk Consortium include: Chrysler Museum of Art; Department of Cultural Facilities, Arts and Entertainment; MacArthur Memorial; Nauticus; Norfolk Botanical Gardens; Norfolk Commission on the Arts and Humanities; Norfolk Convention and Visitors Bureau (Visit Norfolk); Norfolk Festevents; Norfolk NATO Festival; Virginia Arts Festival; Virginia Opera; Virginia Stage Company; Virginia Symphony; and Virginia Zoo. The remaining funds and accrued escrow supports the Conference Center debt service and performance based costs.

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Other Local Taxes	\$6,103,455	\$6,321,566	\$6,644,000	\$6,903,000
Sales Tax (Commonwealth of Virginia) ¹	\$0	\$0	\$77,000	\$81,000
Other Sources and Transfers In ²	\$7,500,000	\$2,000,000	\$2,179,293	\$714,409
Total	\$13,603,455	\$8,321,566	\$8,900,293	\$7,698,409

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Transfer to CIP	\$1,000,000	\$3,000,000	\$1,000,000	\$0
Debt Service (Conference Center)	\$1,002,422	\$1,677,717	\$3,381,960	\$3,521,075
Department Specific Appropriation:				
Conference Center	\$4,075,413	\$5,544,592	\$935,000	\$0
Conference Center (performance grant)	\$0	\$0	\$0	\$94,000
Conference Center (tourism development financing program)	\$0	\$0	\$0	\$500,000
Marriott Convention Center ³	\$0	\$583,333	\$583,333	\$583,334
Transfer to General Fund (Norfolk Consortium)	\$0	\$2,000,000	\$3,000,000	\$3,000,000
Norfolk Redevelopment and Housing Authority ⁴	\$1,000,000	\$0	\$0	\$0
Total	\$7,077,835	\$12,805,642	\$8,900,293	\$7,698,409

¹The estimated revenue is associated with the public facility state sales tax entitlement authorized under the Code of Virginia 58.1-608.3 to assist with financing the Conference Center debt service. In the FY 2018 budget document, the revenue had been included and classified under "Other Local Taxes".

²The \$7.5 million in FY 2016 reflects the return of cash support from the Conference Center CIP project to support the conference center hotel grant.

³FY 2017 amount reflects funds set aside for the Marriott Property Improvement Plan (PIP) and not actual disbursement of funds. Funding set aside for the PIP will be over a three-year period that began in FY 2017 and will total \$1,750,000 by FY 2019.

⁴Funds provided to assist with operational costs incurred related to development of the Royster Building into a boutique hotel.

ADOPTED FY 2019 BUDGET ACTIONS

• Support Conference Center project debt service FY 2019 \$139,115 FTE: 0

Technical adjustment to support annual debt service related to the Conference Center project.

• Support economic development initiatives FY 2019 \$594,001 FTE: 0

Provide funds to support the performance-based grant agreement with The Main hotel. The first grant payment will be in FY 2019 based on revenue earned in calendar year 2017. Funds are also provided for the city's contribution related to the Commonwealth of Virginia's Tourism Development Financing Program (TDFP). The contribution is associated with the state certifying and qualifying The Main hotel for the TDFP. Funds are also provided for the Marriott Property Improvement Plan (PIP). Funding for the PIP is being set aside over a three-year period that began in FY 2017. In FY 2017 and FY 2018, \$583,333 were set aside each year for the PIP. In FY 2019, \$583,334 will be set aside for the PIP to complete and bring the total funding available to \$1,750,000.

• Eliminate support for the Conference Center FY 2019 (\$935,000) FTE: 0

Eliminate support for the construction of the Conference Center. Construction is completed.

<ul style="list-style-type: none"> • Eliminate transfer of funds to the CIP 	FY 2019 (\$1,000,000)	FTE: 0
Eliminate cash funding for capital projects to bring expenditures in line with ongoing revenues.		
Public Amenities	Total: (\$1,201,884)	FTE: 0

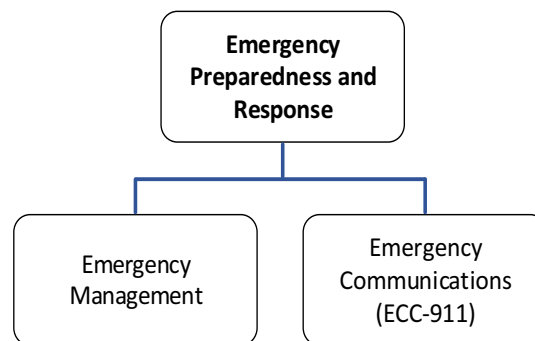
EMERGENCY PREPAREDNESS AND RESPONSE

MISSION STATEMENT

Emergency Preparedness and Response supports the Vision for Norfolk of a CITY PREPARED with coordinated capabilities to prevent, protect against, respond to, and recover from all hazards in a way that balances risk with resources and needs.

DEPARTMENT OVERVIEW

The Office of Emergency Preparedness and Response is comprised of four teams and two mission areas. Team One consists of executive, technical, and administrative staff in support of emergency communications as well as emergency management. The majority of staff are distributed over three remaining teams serving the community by ensuring emergency communications (911 call taking and dispatching) is achieved twenty-four hours a day, seven days a week.



PERFORMANCE MEASURES

Goal

Provide a safe environment for residents, workers, and visitors

Objective

Improve and enhance disaster awareness and planning

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of community outreach events held (New measure in FY 2017)	0	101	100	100	0
Number of participants in Emergency Preparedness and Response community outreach events, including for civic leagues and school groups (New measure in FY 2017)	0	68,000	60,000	60,000	0
Percent of outreach event participants citing increased knowledge and awareness of emergency preparedness topics (New measure in FY 2017)	0	90	80	80	0
Number of visitors to Emergency Preparedness & Response website	3,412	8,232	22,000	22,000	0
Number of subscribers to current alert notification system	3,246	8,446	5,000	5,000	0

Objective

Increase neighborhood safety by providing effective and efficient call triage for incoming 911 requests for emergency assistance

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Total number of dispatched events (New measure in FY 2017)	0	287,069	300,000	300,000	0
Number of valid (non-misdialed) 911 calls answered (New measure in FY 2017)	0	279,616	200,000	200,000	0
Percent of 911 calls responded to within 10 seconds	92	99	97	97	0

Goal

Enhance the efficiency of programs and services

Objective

Enhance services provided by the department through volunteerism and/or additional/alternative funding streams

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Dollar value of general grants secured by Emergency Preparedness and Response to provide and enhance department services (New measure in FY 2017)	0	115,617	200,000	200,000	0
Number of Community Emergency Response Team (CERT) volunteer hours, including outreach and training (New measure in FY 2017)	0	1,636	620	620	0

Goal					
Reduce the negative impacts of flooding					
Objective					
Enhance services provided by the department through volunteerism and/or additional/alternative funding streams					
Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Dollar value of grants secured by Emergency Preparedness and Response for flood-prone property mitigation (New measure in FY 2017)	0	1,283,150	1,000,000	1,000,000	0

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Other Local Taxes	\$3,571,596	\$3,571,596	\$3,571,596	\$3,571,596
Charges for Services	\$2,788	\$2,616	\$4,500	\$4,500
Recovered Costs	\$1,390,202	\$1,425,807	\$1,392,000	\$1,164,593
Other Sources and Transfers In	\$940,976	\$776,713	\$1,346,241	\$1,276,691
Federal Aid	\$0	\$227,234	\$113,617	\$0
Total	\$5,905,562	\$6,003,966	\$6,427,954	\$6,017,380

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$5,180,969	\$5,167,028	\$5,459,946	\$5,228,238
Materials, Supplies and Repairs	\$254,907	\$246,880	\$251,283	\$250,563
Contractual Services	\$380,692	\$562,874	\$533,177	\$534,759
Equipment	\$0	\$28,236	\$183,548	\$3,820
Total	\$5,816,568	\$6,005,018	\$6,427,954	\$6,017,380

ESTIMATED APPROPRIATION FOR SPECIAL REVENUE SUMMARY

The special revenue summary identifies additional funds received by the department through grants, donations, and dedicated state and federal appropriations to support specific programs and activities. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2018.

	Dollars	Source	Pos #
Special Revenue (for example: Grants, Revenue Sharing, Donations)	\$2,746,522	Emergency Management Performance Grant	0
		FEMA Elevation Grants	
		VDEM Community Emergency Response Equipment	
		VITA - Call Center Equipment Upgrades	

ADOPTED FY 2019 BUDGET ACTIONS

- **Redesign telecommunicator compensation plan** **FY 2019 \$106,140** **FTE: 0**

Redesign telecommunicator compensation plan to attract and retain talented employees. The revised plan provides competitive market pay and enhanced opportunities for career progression. All actions are effective January 2019.

- **Provide funds for citywide compensation increase** **FY 2019 \$11,419** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- **Support voice logging system maintenance** **FY 2019 \$1,582** **FTE: 0**

Technical adjustment to provide funds to continue hardware, software, and application support for the voice logging system. This system records radio, data, and voice communications within the Emergency Communications Center.

- **Adjust Emergency Operations Center staffing** **FY 2019 (\$282,103)** **FTE: -8**

Reduce funds for personnel services based on projected utilization. The adjustment includes the elimination of eight vacant positions based on historical staffing levels and projected improvements in personnel retention generated by the improved compensation plan for telecommunicators. No impact to service is anticipated.

- **Remove one-time funds for 911 Call Handling Equipment** **FY 2019 (\$179,728)** **FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2018 to replace and upgrade the 911 Call Handling Equipment (CHE) system used to receive 911 calls. The city also received a grant from the Virginia Information Technologies Agency (VITA) to assist with the replacement cost.

- **Adjust costs for Fleet expenditures** **FY 2019 (\$720)** **FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

- **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$48,681** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Adjust required contribution to the city's retirement system**

FY 2019 (\$32,117) FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Update personnel expenditures**

FY 2019 (\$83,728) FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Emergency Preparedness and Response

Total: (\$410,574) FTE: -8

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Administrative Assistant I	1 9	\$34,445	\$56,161	2	-1	1
Administrative Assistant II	1 10	\$37,337	\$60,884	1	1	2
Chief Training Officer-CES	1 12	\$44,339	\$72,308	1	-1	0
Director of the Office of Emergency Preparedness & Response	1 24	\$94,656	\$162,302	1	0	1
Manager of Emergency Communications	1 16	\$60,149	\$98,068	1	0	1
Program Supervisor	1 13	\$47,823	\$77,978	1	0	1
Programs Manager	1 15	\$56,314	\$92,075	1	0	1
Project Manager	1 16	\$60,149	\$98,068	2	0	2
Public Safety Telecommunicator I	1 8	\$31,804	\$51,864	4	-1	3
Public Safety Telecommunicator II	1 9	\$34,445	\$56,161	45	-8	37
Public Safety Telecommunicator III	1 12	\$44,339	\$72,308	9	0	9
Public Safety Telecommunicator Trainee	1 7	\$29,391	\$47,962	21	2	23
Software Analyst	1 13	\$47,823	\$77,978	1	0	1
Total				90	-8	82

TAX INCREMENT FINANCING

MISSION STATEMENT

Provide funds to pay the debt service associated with financing the infrastructure improvements related to the Housing Opportunities for People Everywhere (HOPE VI) project in the Broad Creek Renaissance District.

DEPARTMENT OVERVIEW

The city established a Tax Increment Financing (TIF) district encompassing the Broad Creek Renaissance District. The Broad Creek TIF Fund accounts for the real estate tax revenue attributed to the increase in assessed value of real property in the Broad Creek TIF district from the base assessed value as of January 1, 2003. The revenue is used to pay the debt service associated with the city's HOPE VI project related to infrastructure improvements in the Broad Creek Renaissance District, which was originally financed with a Section 108 loan from the Department of Housing and Urban Development (HUD). The loan was subsequently refinanced in FY 2012 with tax-exempt General Obligation Bonds. Excess revenues, to the extent they are available, are transferred to the General Fund. The TIF Fund has no employees.

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
General Property Taxes	\$4,984,100	\$5,384,000	\$5,266,000	\$5,855,000
Other Sources and Transfers In	\$0	\$119,639	\$0	\$0
Total	\$4,984,100	\$5,503,639	\$5,266,000	\$5,855,000

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Transfer to General Fund	\$4,088,404	\$3,985,591	\$3,702,265	\$4,253,465
Debt Service/Transfers to CIP	\$895,695	\$1,518,047	\$1,563,735	\$1,601,535
Total	\$4,984,099	\$5,503,638	\$5,266,000	\$5,855,000

ADOPTED FY 2019 BUDGET ACTIONS

- **Support annual debt service payment**

FY 2019 \$37,800 FTE: 0

Technical adjustment to support annual debt service associated with the city's HOPE VI project related to infrastructure improvements in the Broad Creek Renaissance District.

- **Transfer excess revenues to the General Fund**

FY 2019 \$551,200 FTE: 0

Adjust transfer of excess revenues to the General Fund. Funds in excess of paying the TIF debt service have been returned to the General Fund annually since FY 2015.

Tax Increment Financing	Total: \$589,000	FTE: 0
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WASTE MANAGEMENT

MISSION STATEMENT

The Waste Management Division of Public Works proudly serves Norfolk Waste Management customers by providing them with a myriad of programs and services that effectively and efficiently manage municipal solid waste generated within the city.

DEPARTMENT OVERVIEW

Waste Management was converted to a self-supporting special revenue fund in the FY 2015 budget. By transferring Waste Management to a special revenue fund, the operation performs as a self-supporting program. User fees collected from residents and businesses fund the cost of the operation. Waste Management focuses on protecting the public health and safety of the City of Norfolk by providing quality municipal solid waste services and environmental programs that are safe, efficient, cost effective, and environmentally responsible. Waste Management provides weekly garbage, yard waste, and bulk waste pickup for Norfolk residents and daily garbage pickup for some downtown businesses. In addition, residents can drop off household hazardous waste and electronic waste at the Waste Management facility six days a week, at no charge. The Department of Waste Management receives oversight from the Department of Public Works.

PERFORMANCE MEASURES

Goal

Achieve a well-trained, qualified community workforce

Objective

Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of participants in Waste Management driver training	9	9	10	10	0

Goal

Increase lifelong learning access

Objective

Network and identify opportunities for partnership among the city, local educational institutions, and businesses and community resources that will promote and expand lifelong learning

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of participants in Recycling Perks program	10,763	11,528	8,800	8,800	0
Number of businesses participating in Recycling Perks program	445	438	350	350	0

Goal

Enhance efficient use and protection of natural resources

Objective

Reduce and recycle waste

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Tons of curbside recycling collected	11,086	11,182	12,500	12,500	0
Percent of total refuse collected that is recycled (state goal is 25%)	18	18	21	21	0

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Fines and Forfeitures	\$18,600	\$8,061	\$11,535	\$12,000
Use of Money and Property	\$1,828	\$5,221	\$5,000	\$4,000
Charges for Services	\$21,229,283	\$21,540,562	\$22,219,679	\$19,996,000
Miscellaneous Revenue	\$858	\$182	\$0	\$0
Recovered Costs	\$421,961	\$426,002	\$420,000	\$420,000
Other Sources and Transfers In	\$54,539	\$23,440	\$10,000	\$20,214
Total	\$21,727,069	\$22,003,468	\$22,666,214	\$20,452,214

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$4,520,923	\$4,710,085	\$5,653,038	\$5,946,901
Materials, Supplies and Repairs	\$1,995,106	\$1,958,094	\$2,085,578	\$2,103,951
Contractual Services	\$13,264,228	\$12,170,833	\$11,810,880	\$8,512,144
Equipment	\$1,735,130	\$1,199,799	\$1,770,650	\$2,543,150
Department Specific Appropriation	\$0	\$901,767	\$343,801	\$343,801
Debt Service/Transfers to CIP	\$276,404	\$1,011,098	\$1,002,267	\$1,002,267
Total	\$21,791,791	\$21,951,676	\$22,666,214	\$20,452,214

ADOPTED FY 2019 BUDGET ACTIONS

- Provide funds for citywide compensation increase**

FY 2019 \$34,277 FTE: 0

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- **Reduce waste disposal expenses**

Reduce expenses as a result of a reduction to the city's contractual tipping fee from \$125 a ton to \$65 a ton. The savings also results in a \$3 per month reduction to the residential collection fee.

FY 2019 (\$2,214,000) FTE: 0
- **Adjust bulk waste collection expenditures**

Technical adjustment for increased bulk waste collection costs. The bulk waste contract is increasing from \$52 a ton to \$65 a ton. The increase is due to the new Southeastern Public Service Authority (SPSA) contract requiring bulk waste be disposed of at SPSA's tipping facility.

FY 2019 \$300,000 FTE: 0
- **Adjust recycling expenses**

Technical adjustment for increased recycling costs. The Waste Management Division's current contract will expire and the cost per ton is expected to increase by three percent for FY 2019.

FY 2019 \$4,740 FTE: 0
- **Adjust yard waste collection expenses**

Technical adjustment for increased yard waste collection costs. The Waste Management Division's current contract expired on October 31, 2017 and the cost per ton is expected to increase by three percent in FY 2019.

FY 2019 \$7,435 FTE: 0
- **Adjust operational expenses**

Technical adjustment for operational expenses which occurs annually. These expenses include indirect costs, payment in lieu of taxes, and materials and supplies for essential operations.

FY 2019 (\$443,844) FTE: 0
- **Adjust costs for Fleet expenditures**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

FY 2019 \$33,273 FTE: 0
- **Annualize Phase IV of ARMD Compensation Strategy**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

FY 2019 \$8,214 FTE: 0
- **Adjust required contribution to the city's retirement system**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

FY 2019 (\$2,611) FTE: 0

- **Update personnel expenditures**

FY 2019 \$58,516 FTE: 4

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Waste Management

Total: (\$2,214,000) FTE: 4

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accounting Technician II	1 7	\$29,391	\$47,962	2	0	2
Administrative Technician	1 7	\$29,391	\$47,962	1	1	2
Assistant Superintendent of Waste Management	1 16	\$60,149	\$98,068	2	0	2
Automotive Mechanic	1 10	\$37,337	\$60,884	2	0	2
Financial Operations Manager	1 15	\$56,314	\$92,075	1	0	1
Fleet Coordinator	1 11	\$40,805	\$66,586	1	0	1
Maintenance Worker I	1 3	\$21,646	\$35,301	1	0	1
Management Analyst I	1 11	\$40,805	\$66,586	1	0	1
Operations Manager	1 14	\$52,020	\$86,041	1	0	1
Project Coordinator	1 13	\$47,823	\$77,978	0	1	1
Public Services Coordinator	1 11	\$40,805	\$66,586	0	2	2
Refuse Collection Supervisor	1 13	\$47,823	\$77,978	5	0	5
Refuse Collector Assistant	1 4	\$23,333	\$38,047	2	0	2
Refuse Collector I	1 7	\$29,391	\$47,962	37	1	38
Refuse Collector II	1 9	\$34,445	\$56,161	29	-1	28
Refuse Collector, Lead	1 11	\$40,805	\$66,586	5	1	6
Refuse Inspector	1 10	\$37,337	\$60,884	7	-1	6
Safety Specialist	1 11	\$40,805	\$66,586	1	0	1
Superintendent of Waste Management	1 19	\$72,930	\$118,606	1	0	1
Support Technician	1 5	\$25,179	\$41,096	2	0	2
Total				101	4	105

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Enterprise Funds



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ENTERPRISE FUND SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Revenues			
Permits and Fees	951,810	625,324	664,500
Fines and Forfeitures	1,987,770	2,106,842	1,750,000
Federal Aid	-124	0	0
Use of Money and Property	543,878	329,087	630,000
Charges for Services	129,210,814	134,778,854	139,050,195
Miscellaneous Revenue	239,674	187,180	186,900
Recovered Costs	1,132,496	1,341,600	1,341,600
Other Sources and Transfers In	12,194	2,752,877	2,037,683
Totals	134,078,512	142,121,764	145,660,878

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Expenditures			
Personnel Services	26,022,063	28,754,722	29,240,087
Materials, Supplies and Repairs	18,275,472	15,708,125	15,935,591
Contractual Services	16,479,103	15,541,714	18,298,961
Equipment	762,452	775,291	763,074
Department Specific Appropriation	8,861,763	16,270,551	15,735,067
Debt Service/Transfers to CIP	24,615,729	65,071,361	65,688,098
Total	95,016,582	142,121,764	145,660,878

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MISSION STATEMENT

The mission of the Department of Utilities is to enhance quality of life by providing excellent and sustainable water and wastewater services at the best possible value to residents and customers.

DEPARTMENT OVERVIEW

The Department of Utilities is responsible for the operation of two enterprise funds, the Water Fund and the Wastewater Fund. The department, which is comprised of seven divisions in addition to the Director's Office, is organized as follows:

Water Production: Responsible for the operation and maintenance of the water treatment plants and finished water storage facilities; maintains raw and finished water pump stations and raw water transmission mains; and manages city-owned reservoirs and adjacent watershed properties.

Water Quality: Ensures the provision of high quality, safe, clean drinking water through compliance monitoring, testing, analysis, and backflow prevention.

Wastewater: Maintains and operates the sanitary sewer system that takes wastewater away from Norfolk homes, businesses, and facilities, and conveys it to treatment plants that are operated by the Hampton Roads Sanitation District (HRSD).

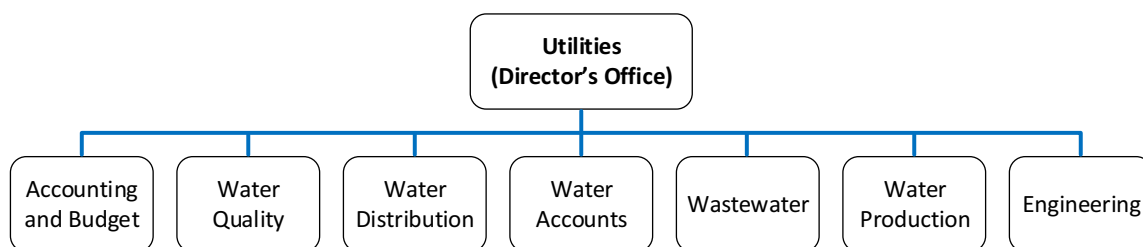
Water Distribution: Responsible for the maintenance and operation of over 800 miles of water mains. Repairs, replaces, and installs fire hydrants, meters, and valves; and detects and repairs leaks in the distribution system. Provides routine flushing of water mains and the installation of service main extensions.

Water Accounts: Provides billing, collections, and response to users of Norfolk's utility system.

Engineering: Plans, designs, and manages water and sewer system improvements and expansions. Responsible for overall construction oversight and project management. Prevents damage to water and sewer infrastructure by marking underground utilities. Manages the department's Capital Improvement Program and documentation for the maintenance and construction of the city's water and wastewater infrastructure.

Accounting and Budget: Responsible for the administration of the department's finance and accounting operations including the budget, accounts payable, payroll, financial reporting, contract compliance, bond issuance, capital project financing and rate setting.

Director's Office: Provides administrative, leadership, and management services to the department. Provides support services such as: human resources; public relations; communications; performance tracking; grants administration; and legislative review.



PERFORMANCE MEASURES

Goal

Diversify and strengthen Norfolk's economic base

Objective

Expand, attract, and retain businesses within Norfolk

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Linear feet of wastewater system cleaned per year	604,896	854,304	1,200,000	900,000	-300,000

Goal

Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services

Objective

Ensure a sufficient supply of safe drinking water that meets customer needs, provides fire protection, and promotes economic growth

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Average daily drinking water for all retail and wholesale customer needs, in millions of gallons per day (MGD)	58	60	62	61	-1

Goal

Enhance the vitality of Norfolk's neighborhoods

Objective

Maintain the integrity of the water distribution system by staying under the national median rate of 37.8 water main breaks per 100 miles of water distribution system piping

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Number of water main breaks per 100 miles of water distribution system piping	12	18	29	29	0

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Permits and Fees	\$614,051	\$779,302	\$553,700	\$583,100
Use of Money and Property	\$323,120	\$422,772	\$268,000	\$500,000
Charges for Services	\$81,033,844	\$81,138,839	\$84,668,062	\$86,531,465
Miscellaneous Revenue	\$367,561	\$232,222	\$186,900	\$186,900
Recovered Costs	\$1,565,694	\$981,486	\$1,338,000	\$1,338,000
Other Sources and Transfers In	\$20,156	\$3,308	\$17,995	\$5,400
Total	\$83,924,426	\$83,557,929	\$87,032,657	\$89,144,865

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$17,034,194	\$17,252,540	\$19,008,363	\$19,352,337
Materials, Supplies and Repairs	\$10,974,012	\$11,841,512	\$10,914,747	\$11,211,976
Contractual Services	\$9,422,336	\$9,414,036	\$8,899,294	\$11,285,050
Equipment	\$202,385	\$335,148	\$298,970	\$294,754
Department Specific Appropriation	\$7,305,593	\$7,361,763	\$13,256,253	\$11,372,942
Debt Service/Transfers to CIP	\$12,659,825	\$12,377,926	\$34,655,030	\$35,627,806
Total	\$57,598,345	\$58,582,925	\$87,032,657	\$89,144,865

ADOPTED FY 2019 BUDGET ACTIONS

- Provide funds for citywide compensation increase** **FY 2019 \$122,880 FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

- Replace asset management and work order system** **FY 2019 \$46,500 FTE: 0**

Provide funds to replace the software used to manage work orders and requests throughout various departments, schedule preventative maintenance for assets, control inventory of assets, plan and budget resources, and report on these systems. This system allows departments to track work needed throughout the city from the time a complaint is reported until the project is complete. The new system will be funded by the General Fund, the Water Utility Fund, the Waste Water Utility Fund, and the Storm Water Fund based on utilization for a total cost of \$496,800 in FY 2019.

- **Provide funds for existing pipeline easements**
FY 2019 \$1,500,000 FTE: 0

Technical adjustment for rental of railroad right of way easements. Norfolk Southern historically has allowed the city to rent easements in the railroad right of way for a nominal fee but has increased the rate to market value for FY 2019.
- **Adjust debt service payment**
FY 2019 \$491,032 FTE: 0

Technical adjustment to adjust debt expenditures based on anticipated principal and interest obligations for outstanding debt.
- **Adjust costs for storehouse rent**
FY 2019 \$1,604 FTE: 0

Technical adjustment for rent cost of the city's Hollister Storehouse Facility. In FY 2014, the Storehouse operations were decentralized to improve efficiency and provide departments greater autonomy in managing resources. The Storehouse rent will increase by three percent, or \$1,604, from \$53,457 to \$55,061.
- **Adjust operational expenses**
FY 2019 (\$99,813) FTE: 0

Technical Adjustment for operational expenses which occurs annually. These expenses include indirect costs, payment in lieu of taxes, and materials and supplies for essential operations.
- **Restructure organizational staffing**
FY 2019 (\$179,295) FTE: -2

Restructure staffing as a result of the automation of the Western Branch Pump Station, which has created operational efficiencies that have reduced the need for personnel. This action eliminates one General Utilities Maintenance Supervisor position and one Assistant Superintendent of Utility Division position. No impact to service is anticipated.
- **Adjust costs for Fleet expenditures**
FY 2019 \$27,475 FTE: 0

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.
- **Annualize Phase IV of ARMD Compensation Strategy**
FY 2019 \$132,167 FTE: 0

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.
- **Adjust required contribution to the city's retirement system**
FY 2019 \$54,443 FTE: 0

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Update personnel expenditures**

FY 2019 \$15,215 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Water

Total: \$2,112,208 FTE: -2

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Account Representative	1 7	\$29,391	\$47,962	16.5	-4	12.5
Accountant I	1 11	\$40,805	\$66,586	3	0	3
Accountant II	1 12	\$44,339	\$72,308	1	0	1
Accountant III	1 13	\$47,823	\$77,978	1	0	1
Accountant IV	1 14	\$52,020	\$86,041	1	0	1
Accounting Manager	1 17	\$64,260	\$104,872	1	0	1
Accounting Technician II	1 7	\$29,391	\$47,962	0	4	4
Administrative Assistant I	1 9	\$34,445	\$56,161	3	0	3
Administrative Assistant II	1 10	\$37,337	\$60,884	3	0	3
Administrative Technician	1 7	\$29,391	\$47,962	1	1	2
Applications Development Team Supervisor	1 17	\$64,260	\$104,872	1	0	1
Assistant City Engineer	1 19	\$72,930	\$118,606	1	0	1
Assistant Director	1 21	\$80,963	\$134,732	2	0	2
Assistant Superintendent of Utility Division	1 17	\$64,260	\$104,872	4	-1	3
Automotive Mechanic	1 10	\$37,337	\$60,884	1	0	1
Business Manager	1 13	\$47,823	\$77,978	1	0	1
Chief of Construction Operations	1 16	\$60,149	\$98,068	1	0	1
Chief Waterworks Operator	1 13	\$47,823	\$77,978	8	0	8
Civil Engineer I	1 13	\$47,823	\$77,978	4	0	4
Civil Engineer II	1 14	\$52,020	\$86,041	3	0	3
Civil Engineer III	1 15	\$56,314	\$92,075	3	0	3
Civil Engineer IV	1 16	\$60,149	\$98,068	2	0	2
Civil Engineer V	1 17	\$64,260	\$104,872	1	0	1
Collection Coordinator	1 11	\$40,805	\$66,586	2	0	2
Construction Inspector I	1 9	\$34,445	\$56,161	3	0	3
Construction Inspector II	1 11	\$40,805	\$66,586	7	-1	6
Construction Inspector III	1 12	\$44,339	\$72,308	2	0	2
Contract Monitoring Specialist	1 11	\$40,805	\$66,586	1	0	1
Crew Leader I	1 9	\$34,445	\$56,161	11	0	11
Cross-Connection Specialist	1 8	\$31,804	\$51,864	2	-1	1
Cross-Connection Specialist, Senior	1 10	\$37,337	\$60,884	0	1	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Customer Service Manager	1 18	\$68,697	\$112,020	1	0	1
Director of Utilities	1 24	\$94,656	\$162,302	1	0	1
Electrician III	1 10	\$37,337	\$60,884	3	-1	2
Electronics Technician II	1 10	\$37,337	\$60,884	4	0	4
Engineering Aide	1 4	\$23,333	\$38,047	1	0	1
Engineering Manager	1 20	\$77,520	\$126,409	1	0	1
Engineering Technician I	1 10	\$37,337	\$60,884	6	0	6
Engineering Technician II	1 11	\$40,805	\$66,586	4	-1	3
Engineering Technician III	1 12	\$44,339	\$72,308	1	2	3
Engineering Technician IV	1 13	\$47,823	\$77,978	1	0	1
Enterprise Controller	1 16	\$60,149	\$98,068	1	0	1
Equipment Operator II	1 7	\$29,391	\$47,962	11	-1	10
Equipment Operator III	1 8	\$31,804	\$51,864	11	-1	10
Financial Operations Manager	1 15	\$56,314	\$92,075	1	0	1
General Utility Maintenance Supervisor	1 14	\$52,020	\$86,041	6	-1	5
Geographic Information Systems Technician II	1 11	\$40,805	\$66,586	1	0	1
Maintenance Supervisor II	1 12	\$44,339	\$72,308	1	0	1
Maintenance Worker I	1 3	\$21,646	\$35,301	6	-2	4
Maintenance Worker II	1 6	\$27,438	\$44,737	27	2	29
Management Analyst I	1 11	\$40,805	\$66,586	1	0	1
Management Analyst II	1 13	\$47,823	\$77,978	0	1	1
Management Services Administrator	1 18	\$68,697	\$112,020	1	0	1
Manager of Budget & Accounting	1 18	\$68,697	\$112,020	1	0	1
Messenger/Driver	1 2	\$20,099	\$32,778	1	0	1
Personnel Specialist	1 11	\$40,805	\$66,586	1	0	1
Programmer/Analyst III	1 13	\$47,823	\$77,978	1	0	1
Programmer/Analyst IV	1 15	\$56,314	\$92,075	2	0	2
Programmer/Analyst V	1 16	\$60,149	\$98,068	1	0	1
Programs Manager	1 15	\$56,314	\$92,075	1	0	1
Public Information Specialist II	1 11	\$40,805	\$66,586	1	0	1
Reservoir Manager	1 12	\$44,339	\$72,308	1	0	1
Safety Specialist	1 11	\$40,805	\$66,586	1	0	1
Staff Technician II	1 9	\$34,445	\$56,161	4	0	4
Storekeeper I	1 5	\$25,179	\$41,096	1	0	1
Storekeeper II	1 6	\$27,438	\$44,737	2	0	2
Storekeeper III	1 8	\$31,804	\$51,864	2	0	2
Support Technician	1 5	\$25,179	\$41,096	4	0	4
Utility Construction Inspector	1 10	\$37,337	\$60,884	1	0	1
Utility Maintenance Mechanic I	1 7	\$29,391	\$47,962	27	0	27

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Utility Maintenance Mechanic II	1 9	\$34,445	\$56,161	3	0	3
Utility Maintenance Mechanic III	1 10	\$37,337	\$60,884	0	1	1
Utility Maintenance Supervisor	1 11	\$40,805	\$66,586	9	0	9
Utility Maintenance Supervisor, Senior	1 13	\$47,823	\$77,978	9	-1	8
Utility Operations Manager	1 19	\$72,930	\$118,606	1	0	1
Water Chemist	1 11	\$40,805	\$66,586	3	0	3
Water Chemist, Senior	1 12	\$44,339	\$72,308	3	0	3
Water Production Manager	1 19	\$72,930	\$118,606	1	0	1
Water Quality Manager	1 18	\$68,697	\$112,020	2	0	2
Water Treatment Plant Mechanic	1 8	\$31,804	\$51,864	12	0	12
Water Treatment Supervisor	1 15	\$56,314	\$92,075	2	0	2
Waterworks Operator I	1 8	\$31,804	\$51,864	3	1	4
Waterworks Operator II	1 9	\$34,445	\$56,161	1	-1	0
Waterworks Operator III	1 10	\$37,337	\$60,884	1	0	1
Waterworks Operator IV	1 11	\$40,805	\$66,586	10	1	11
Total				292.5	-2	290.5

WASTEWATER

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Permits and Fees	\$181,208	\$144,525	\$50,000	\$50,000
Use of Money and Property	\$15,584	\$68,338	\$30,000	\$100,000
Charges for Services	\$28,242,988	\$29,331,716	\$31,292,792	\$32,340,330
Recovered Costs	\$149,574	\$151,010	\$3,600	\$3,600
Other Sources and Transfers In	\$0	\$8,886	\$2,000	\$2,000
Federal Aid	\$21,295	(\$124)	\$0	\$0
Total	\$28,610,649	\$29,704,351	\$31,378,392	\$32,495,930

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$5,380,378	\$5,434,583	\$6,002,929	\$6,046,231
Materials, Supplies and Repairs	\$3,079,235	\$4,733,426	\$3,024,452	\$2,974,955
Contractual Services	\$2,441,399	\$2,351,535	\$2,009,281	\$2,148,627
Equipment	\$71	\$193,609	\$311,101	\$303,700
Department Specific Appropriation	\$1,500,000	\$1,500,000	\$3,014,298	\$4,362,125
Debt Service/Transfers to CIP	\$2,715,742	\$2,830,432	\$17,016,331	\$16,660,292
Total	\$15,116,825	\$17,043,585	\$31,378,392	\$32,495,930

ADOPTED FY 2019 BUDGET ACTIONS

• Provide funds for citywide compensation increase FY 2019 \$34,266 FTE: 0

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• Support asset management and work order system FY 2019 \$96,666 FTE: 0

Provide funds to replace the software system used to manage work orders and requests throughout various departments, schedules preventative maintenance for assets, control inventory of assets, plan and budget resources, and report on these systems. This system will allow departments to track work needed throughout the city from the time a complaint is reported until the project is complete. The new system will be funded by the General Fund, the Water Utility Fund, the Waste Water Utility Fund, and the Storm Water Fund based on utilization for a total cost of \$496,800 in FY 2019.

• Adjust debt service expenses	FY 2019 \$1,080,652	FTE: 0
Technical adjustment to support annual debt service payments for wastewater related capital projects.		
• Adjust operational expenses	FY 2019 \$43,503	FTE: 0
Technical adjustment for operations expenses which occurs annually. These expenses include indirect costs, payment in lieu of taxes, and materials and supplies for essential operations.		
• Restructure organizational staffing	FY 2019 (\$124,976)	FTE: -2
Restructure organizational staffing as a result of technological advances that have resulted in operational efficiencies that reduced the need for personnel. This action eliminates one Water Chemist position and a General Utility Maintenance Supervisor position. No impact to service is anticipated.		
• Adjust costs for Fleet expenditures	FY 2019 (\$1,598)	FTE: 0
Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.		
• Annualize Phase IV of ARMD Compensation Strategy	FY 2019 \$36,886	FTE: 0
Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.		
• Adjust required contribution to the city's retirement system	FY 2019 (\$17,974)	FTE: 0
Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.		
• Update personnel expenditures	FY 2019 (\$29,887)	FTE: 0
Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.		
Wastewater	Total: \$1,117,538	FTE: -2

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accounting Technician II	1 7	\$29,391	\$47,962	3	0	3
Assistant Superintendent of Utility Division	1 17	\$64,260	\$104,872	1	0	1
Crew Leader I	1 9	\$34,445	\$56,161	15	0	15
Custodian, Senior	1 4	\$23,333	\$38,047	1	0	1
Electrician IV	1 11	\$40,805	\$66,586	1	0	1
Engineering Technician I	1 10	\$37,337	\$60,884	3	0	3
Environmental Specialist II	1 12	\$44,339	\$72,308	1	0	1
Equipment Operator II	1 7	\$29,391	\$47,962	6	0	6
Equipment Operator III	1 8	\$31,804	\$51,864	19	0	19
General Utility Maintenance Supervisor	1 14	\$52,020	\$86,041	2	-1	1
Maintenance Worker I	1 3	\$21,646	\$35,301	3	0	3
Maintenance Worker II	1 6	\$27,438	\$44,737	27	0	27
Utility Maintenance Mechanic I	1 7	\$29,391	\$47,962	7	0	7
Utility Maintenance Supervisor	1 11	\$40,805	\$66,586	10	1	11
Utility Maintenance Supervisor, Senior	1 13	\$47,823	\$77,978	5	-1	4
Water Chemist	1 11	\$40,805	\$66,586	1	-1	0
Total				105	-2	103

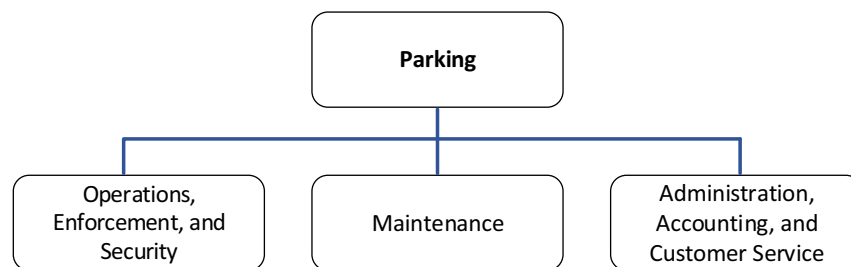
PARKING FACILITIES FUND

MISSION STATEMENT

The Division of Parking is dedicated to excellence in providing safe, convenient, and affordable parking services to the residents, visitors, and businesses in Norfolk.

DEPARTMENT OVERVIEW

The City of Norfolk's Parking Division operates and maintains one of the largest municipally owned parking systems in the country while meeting the parking needs of downtown workers, residents, students, shoppers, and tourists. This includes over 20,000 public parking spaces located in 16 garages, nine lots, and over 700 on-street spaces. Safe, convenient and affordable parking is provided to all patrons through the efficient management of the city's parking resources. The Parking Facilities Fund receives oversight from the Department of General Services.



PERFORMANCE MEASURES

Goal

Diversify and strengthen Norfolk's economic base

Objective

Promote strong financial management by ensuring revenue is maximized in order to meet all operating obligations

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of fines collected	76	82	100	100	0
Percent of total available monthly parking spaces utilized in the central business district	54	80	60	60	0

Objective

Expand, attract, and retain businesses within Norfolk

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Total parking revenue	19,629,702	20,816,232	21,200,000	25,000,000	3,800,000
Number of transient (non-monthly) parkers in garages (New measure in FY 2017)	0	2,831,620	2,350,000	2,350,000	0
Number of parking violation tickets issued	41,850	39,542	43,300	43,000	-300

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Permits and Fees	\$29,484	\$27,983	\$21,624	\$31,400
Fines and Forfeitures	\$2,205,308	\$1,987,770	\$2,106,842	\$1,750,000
Use of Money and Property	\$30,994	\$52,768	\$31,087	\$30,000
Charges for Services	\$17,363,636	\$18,740,259	\$18,818,000	\$20,178,400
Miscellaneous Revenue	\$280	\$7,452	\$280	\$0
Other Sources and Transfers In	\$0	\$0	\$2,732,882	\$2,030,283
Total	\$19,629,702	\$20,816,232	\$23,710,715	\$24,020,083

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$3,307,080	\$3,334,940	\$3,743,430	\$3,841,519
Materials, Supplies and Repairs	\$1,608,656	\$1,700,534	\$1,768,926	\$1,748,660
Contractual Services	\$4,771,081	\$4,713,532	\$4,633,139	\$4,865,284
Equipment	\$138,120	\$233,695	\$165,220	\$164,620
Debt Service/Transfers to CIP	\$8,447,532	\$9,407,371	\$13,400,000	\$13,400,000
Total	\$18,272,469	\$19,390,072	\$23,710,715	\$24,020,083

ADOPTED FY 2019 BUDGET ACTIONS

• Provide funds for citywide compensation increase FY 2019 \$28,701 FTE: 0

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• Increase elevator maintenance costs FY 2019 \$12,000 FTE: 0

Technical adjustment to provide funds for elevator maintenance costs in The Main parking garage.

• Increase funds for contractual services FY 2019 \$194,470 FTE: 0

Technical adjustment for contractual services which occur annually. These contractual increases include service to parking equipment, co-op garage costs, and credit card processing fees.

• Adjust costs for Fleet expenditures FY 2019 \$4,809 FTE: 0

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$31,797 FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Adjust required contribution to the city's retirement system** **FY 2019 \$44,246 FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Update personnel expenditures** **FY 2019 (\$6,655) FTE: -1.8**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

Parking Facilities Fund **Total: \$309,368 FTE: -1.8**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Accountant III	1 13	\$47,823	\$77,978	1	0	1
Accounting Technician II	1 7	\$29,391	\$47,962	6.8	0.2	7
Administrative Assistant I	1 9	\$34,445	\$56,161	1	0	1
Collection Coordinator	1 11	\$40,805	\$66,586	1	0	1
Crew Leader I	1 9	\$34,445	\$56,161	2	-1	1
Customer Service Representative	1 5	\$25,179	\$41,096	15.2	0	15.2
Electrician II	1 9	\$34,445	\$56,161	2	-1	1
Electronics Technician II	1 10	\$37,337	\$60,884	1	0	1
Enterprise Controller	1 16	\$60,149	\$98,068	1	0	1
Maintenance Mechanic II	1 8	\$31,804	\$51,864	5	0	5
Maintenance Supervisor I	1 11	\$40,805	\$66,586	1	0	1
Maintenance Worker I	1 3	\$21,646	\$35,301	4	0	4
Maintenance Worker II	1 6	\$27,438	\$44,737	2	0	2
Management Analyst III	1 14	\$52,020	\$86,041	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Management Services Administrator	1 18	\$68,697	\$112,020	1	0	1
Meter Monitor	1 4	\$23,333	\$38,047	9	0	9
Painter I	1 6	\$27,438	\$44,737	1	-1	0
Painter II	1 8	\$31,804	\$51,864	0	1	1
Parking Administrator	1 14	\$52,020	\$86,041	1	0	1
Parking Director	1 18	\$68,697	\$112,020	1	0	1
Parking Manager	1 12	\$44,339	\$72,308	1	0	1
Parking Supervisor	1 9	\$34,445	\$56,161	6	0	6
Software Analyst	1 13	\$47,823	\$77,978	1	0	1
Total				65	-1.8	63.2

Internal Service Funds



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INTERNAL SERVICE FUND SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Revenues			
Use of Money and Property	2,262	5,000	3,500
Charges for Services	97,235,596	106,179,360	103,843,839
Recovered Costs	30,644	63,865	63,865
Other Sources and Transfers In	3,244	50,000	30,000
Total Revenues	97,271,746	106,298,225	103,941,204

	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Expenditures			
Personnel Services	3,182,539	3,527,618	3,731,050
Materials, Supplies and Repairs	3,908,255	4,490,704	4,381,704
Contractual Services	93,796,590	98,244,525	95,793,072
Equipment	28,418	35,378	35,378
Total Expenditures	100,915,802	106,298,225	103,941,204

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HEALTHCARE FUND

MISSION STATEMENT

The Healthcare Fund provides city-administered health insurance to employees of the Norfolk Consortium, which include: City of Norfolk, Norfolk Public Schools, and Norfolk Redevelopment and Housing Authority.

DEPARTMENT OVERVIEW

The City of Norfolk, Norfolk Public Schools (NPS) and the Norfolk Redevelopment and Housing Authority (NRHA) purchase healthcare services as a consortium. The Adopted FY 2014 Budget created the Healthcare Fund to facilitate the transition from fully-insured healthcare to a self-insured model. As a result of the change, the Norfolk Consortium generated approximately \$6.0 million in cost avoidance.

The Healthcare Fund collects employer and employee premiums from the City of Norfolk, NPS, and NRHA. Medical claims, administrative costs, wellness program costs, fees related to the Affordable Care Act, and benefit consultant costs are expended from the Healthcare Fund. End of year fund balance and interest earned is used to stabilize premiums in future years. Any funds deposited into this account can only be used to pay costs associated with employee healthcare and wellness.

It is estimated that collections in the fund in FY 2019 will total \$92,346,084 from employee, employer, and retiree contributions. Deposits into the Healthcare Fund by Consortium members in FY 2019 are estimated as follows:

- City of Norfolk: \$44,942,483
- NPS: \$44,823,125
- NRHA: \$2,580,476

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Charges for Services	\$86,292,951	\$86,295,482	\$94,666,785	\$92,346,084
Total	\$86,292,951	\$86,295,482	\$94,666,785	\$92,346,084

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$0	\$0	\$0	\$130,752
Contractual Services	\$86,435,121	\$90,040,714	\$94,666,785	\$92,215,332
Total	\$86,435,121	\$90,040,714	\$94,666,785	\$92,346,084

ADOPTED FY 2019 BUDGET ACTIONS

- **Adjust healthcare fund expenditures**

FY 2019 (\$2,451,453) FTE: 0

Adjust healthcare fund costs in FY 2019 based on enrollment and updated expenditure projections. Enrollment in plan year 2018 declined 4.1 percent from plan year 2017. In addition, plan year 2018 projected medical and pharmacy utilization costs declined from previous estimates, primarily due to migration that occurred as a result of plan changes implemented in 2018. Revenue collections for plan year 2018 are also expected to decrease, as a result of lower enrollment and plan migration. Plan year 2019 healthcare premiums are expected to increase by approximately 1.5 percent.

- **Develop comprehensive wellness program**

FY 2019 \$130,752 FTE: 2

Develop a comprehensive, strategic wellness program for healthcare consortium members. A coordinated wellness program aims to improve employee well-being and achieve long-term healthcare savings as a result of better health habits. Funds will be used to hire two Wellness Coordinators for the healthcare consortium.

Healthcare Fund

Total: (\$2,320,701) FTE: 2

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
City Wellness Coordinator	1 13	\$47,823	\$77,978	0	2	2
Total				0	2	2

FLEET MANAGEMENT

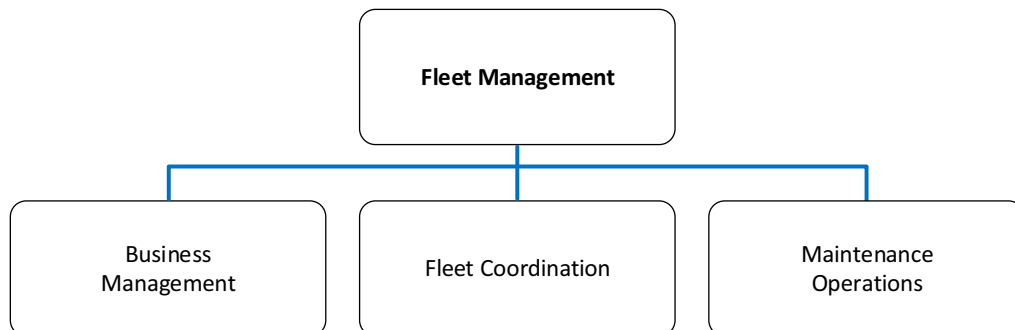
MISSION STATEMENT

The Division of Fleet Management strives to provide excellent customer service to all departments of the City of Norfolk by developing and administering a comprehensive structured preventive maintenance and repair program by:

- Being among the best and most respected fleet management operations in the country
- Exceeding customer expectations for service, quality, and value
- Providing team members a great place to work, learn, and thrive
- Serving the residents of Norfolk with pride, dedication, and efficiency

DEPARTMENT OVERVIEW

Fleet Management is managed by the Department of General Services. Key responsibilities include vehicle maintenance and repair, fueling, replacement analysis, specification review, acquisition, new vehicle preparation, and disposal.



PERFORMANCE MEASURES

Goal

Enhance the efficiency of programs and services

Objective

Improve customer service through implementing a quality preventative maintenance program

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
City department preventative maintenance compliance rate for equipment and vehicles	43	21.8	80	80	0
Percent of customers who rate Fleet Services as meeting or exceeding expectations	96	98	95	95	0

Objective

Decrease the amount of time vehicles are out of service

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of maintenance jobs that are unscheduled (New measure in FY 2017)	0	54	20	20	0
Fleet availability rate	91	91.7	90	90	0

Goal

Develop, recruit and retain a well qualified work force

Objective

Increase number of staff who possess industry certifications and related education

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change
Percent of technicians with relevant industry certifications	25	33	50	50	0

REVENUE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Use of Money and Property	\$3,165	\$2,262	\$5,000	\$3,500
Charges for Services	\$11,357,861	\$10,940,114	\$11,512,575	\$11,497,755
Recovered Costs	\$61,315	\$30,644	\$63,865	\$63,865
Other Sources and Transfers In	\$81,524	\$3,244	\$50,000	\$30,000
Total	\$11,503,865	\$10,976,264	\$11,631,440	\$11,595,120

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
Personnel Services	\$3,009,377	\$3,182,539	\$3,527,618	\$3,600,298
Materials, Supplies and Repairs	\$4,380,050	\$3,908,255	\$4,490,704	\$4,281,504
Contractual Services	\$4,047,323	\$3,755,876	\$3,577,740	\$3,678,940
Equipment	\$73,516	\$28,418	\$35,378	\$34,378
Total	\$11,510,266	\$10,875,088	\$11,631,440	\$11,595,120

ADOPTED FY 2019 BUDGET ACTIONS

• **Provide funds for citywide compensation increase** **FY 2019 \$23,294** **FTE: 0**

Provide funds for a compensation increase for city employees. FY 2019 compensation actions include: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2019.

• **Adjust fuel costs** **FY 2019 (\$109,000)** **FTE: 0**

Technical adjustment to align fuel costs with anticipated utilization.

• **Annualize Phase IV of ARMD Compensation Strategy** **FY 2019 \$24,369** **FTE: 0**

Technical adjustment to annualize ARMD Phase IV compensation actions that occurred in January 2018. The Adopted FY 2018 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Adjust required contribution to the city's retirement system** **FY 2019 \$14,263** **FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 18.53 percent to 18.98 percent in FY 2019. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Update personnel expenditures** **FY 2019 \$10,754** **FTE: -3.8**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2019 for such actions. In addition, FTE changes may reflect adjustments for unfunded positions. In FY 2019 the city will transition to position-based budgeting. The adjustment also reflects updated healthcare costs for an overall employer premium increase of one percent based on enrollment. These are routine actions that occur at the beginning of the budget cycle.

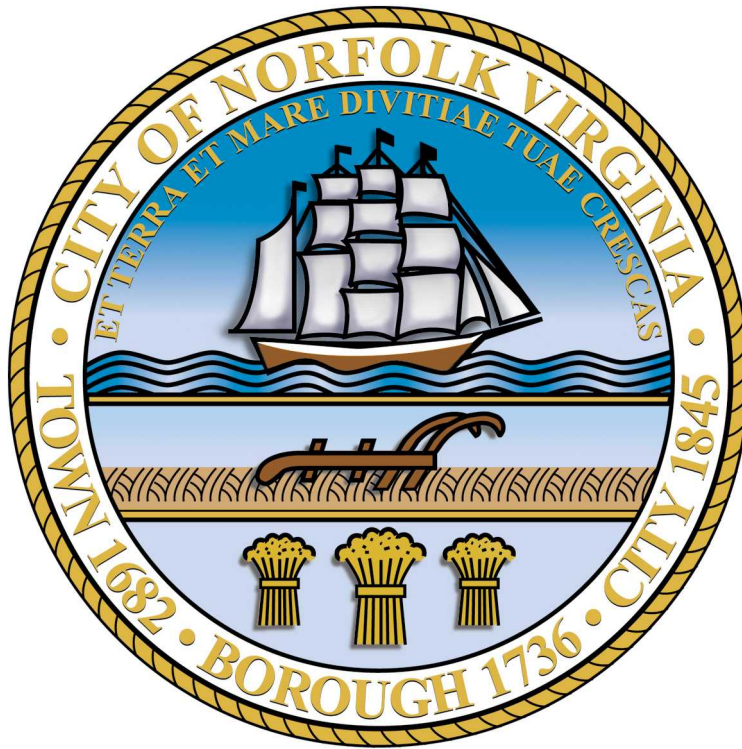
Fleet Management

Total: (\$36,320) FTE: -3.8

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2018 Adopted	FTE Change	FY 2019 Adopted
Administrative Analyst	1 13	\$47,823	\$77,978	0	1	1
Administrative Assistant II	1 10	\$37,337	\$60,884	1	0	1
Administrative Technician	1 7	\$29,391	\$47,962	2	0	2
Assistant Fleet Maintenance Manager	1 15	\$56,314	\$92,075	1	0	1
Autobody Repair Mechanic, Senior	1 9	\$34,445	\$56,161	1	0	1
Automotive Operations Manager	1 12	\$44,339	\$72,308	4	0	4
Automotive Repair Technician	1 10	\$37,337	\$60,884	19	-1	18
Automotive Repair Technician, Senior	1 11	\$40,805	\$66,586	17	0	17
Automotive Service Attendant	1 8	\$31,804	\$51,864	3	0	3
Business Manager	1 13	\$47,823	\$77,978	1	0	1
Fleet Coordinator	1 11	\$40,805	\$66,586	1	0	1
Fleet Maintenance Manager	1 19	\$72,930	\$118,606	1	0	1
Messenger/Driver	1 2	\$20,099	\$32,778	0.8	-0.8	0
Software Analyst	1 13	\$47,823	\$77,978	1	0	1
Storekeeper I	1 5	\$25,179	\$41,096	1	-1	0
Support Technician	1 5	\$25,179	\$41,096	2	-1	1
Welder	1 10	\$37,337	\$60,884	1	-1	0
Total				56.8	-3.8	53

Department Budget Strategies



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FY 2019 DEPARTMENT BUDGET STRATEGIES

The Adopted FY 2019 budget is based in the city's economic reality. It reflects reductions to departments and fee increases that were thoughtful, developed with participation across the organization, and were not across the board, while continuing to fund the Council's priorities. Guiding principles were identified for expenditures and fees to steer the budget strategy discussion. Those guiding principles are below:

Expenditures:

- Delivering the right services at the right cost
- Providing excellent core services
- Investing in technology to meet resident expectations
- Closing underutilized facilities and duplicative programs
- Identifying savings opportunities through a collaborative, inclusive process

Fees:

- Structure fees to provide lower costs to lower income residents
- Charge a fee to recoup costs for any service also provided by the private sector
- Charge a fee to recoup costs for any optional service
- Charge a fee to recoup costs for any service where the recipient of the service will be generating money by the receipt of the service
- Charge a fee for any service that has more demand than the city can provide

The budget requests summarized below reflect strategies developed through collaboration with the Operating Budget Committee and Department Directors. Collectively, the revenue increases and expenditure reductions allowed the city to balance the base budget in FY 2019. The report shows expenditure reductions, including any associated FTE reductions, and revenue increases as absolute values. Additional information regarding new fees or changes to existing fees can be found in the Adopted Fee Changes section.

		Adopted Amount
Cemeteries		
• Support new fees		\$38,450 FTE: 0
Implement new fees for services provided by the Bureau of Cemeteries. This action includes a new Second Right of Internment fee of \$400 for ash burials and a \$75 fee for each additional tent for funeral and monument unveilings. Currently, these services are provided by the bureau free of charge.		
• Support update to fee structure		\$159,394 FTE: 0
Increase existing fees for services provided by the Bureau of Cemeteries. This action brings fees for grave spaces, cemetery services, and concrete foundations for new monuments in line with comparative regional market rates.		
Cemeteries	Total	\$197,844 FTE: 0
City Auditor		
• Capture personnel savings		\$9,055 FTE: 0
Capture personnel savings associated with attrition and projected utilization. No impact to service is anticipated.		
City Auditor	Total	\$9,055 FTE: 0

City Planning

- Distribute Environmental Services costs \$51,832 FTE: 0

Transfer personnel funds from the Department of City Planning for an Environmental Program Supervisor position to the Storm Water fund. This action reflects the position's responsibility for environmental services duties related to wetland conservation efforts.

- Eliminate non-city elevator inspections \$130,747 FTE: 3

Eliminate the non-city elevator inspections program. The city currently provides required elevator inspections for non-city owned elevators for a fee. The fee does not cover the cost of the service and the service is available through the private sector. This action will eliminate two elevator inspectors and an administrative assistant.

- Implement application processing fee \$138,000 FTE: 0

Implement \$15 application processing fee on applications and permits issued by the department. This fee will replace the \$5 technology fee currently charged on some planning fees.

- Increase planning fees \$301,785 FTE: 0

Increase planning fees to fully recover costs associated with providing the service. This action will increase the fees for special exceptions, rezoning / conditional rezoning, zoning text amendments, all general plan amendments, street closures, variances, design reviews, development certificates, non-standard lots, ownership review requests, zoning compliance letters and reviews, site plans, Chesapeake Bay Preservation Area reviews, land disturbance permits, and wetland permits.

City Planning	Total	\$622,364	FTE: 3
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City Real Estate Assessor

- Capture personnel savings \$30,000 FTE: 0

Capture personnel savings associated with attrition and projected utilization. No impact to services is anticipated.

City Real Estate Assessor	Total	\$30,000	FTE: 0
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Clerk of the Circuit Court

- Align personnel expenditures with projected utilization \$225,063 FTE: 0

Align personnel expenditures to more accurately represent department costs for personnel services. The reduction of these funds reflects the department's anticipated personnel needs and recent utilization.

- Reduce software maintenance expenses \$25,000 FTE: 0

Reduce funds allotted for jury management software contract. The department's general office expense reimbursement from the Virginia State Compensation Board will absorb this cost.

Clerk of the Circuit Court	Total	\$250,063	FTE: 0
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Cultural Facilities, Arts and Entertainment

- Increase revenue from facility fee and Ticketmaster rebate \$231,000 FTE: 0

Increase the facility fee assessed on each ticket sold by \$0.50 from \$1.50 to \$2.00 and recognize additional Ticketmaster rebate revenue. The department expects an additional \$106,000 from the facility fee based on estimated ticket sales and an additional \$125,000 in Ticketmaster rebate revenue as a result of a new agreement with the city.

Cultural Facilities, Arts and Entertainment	Total	\$231,000	FTE: 0
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Emergency Preparedness and Response

- Adjust Emergency Operations Center staffing \$282,103 FTE: 8

Reduce funds for personnel services based on projected utilization. The adjustment includes the elimination of eight vacant positions based on historical staffing levels and projected improvements in personnel retention generated by the improved compensation plan for telecommunicators. No impact to service is anticipated.

Emergency Preparedness and Response	Total	\$282,103	FTE: 8
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Finance

- Expand collection programs \$100,000 FTE: 0

Expand collection efforts citywide. Currently, collection efforts primarily focus on delinquent accounts from residents who use ambulatory services, drivers who run red-lights, and residential false alarms. This action expands collection efforts to: library fines and fees, unpaid utility bills, and unpaid co-pays from recipients of city social services.

- Expand the Enterprise Spend Platform (ESP) Program \$80,000 FTE: 0

Expand the Enterprise Spend Platform (ESP) Program while enhancing citywide efficiencies and emphasizing compliance. The city has partnered with SunTrust bank to provide an accounts payable solution (ESP) that improves accounts payable process efficiency and working capital management. Through the ESP, vendors submit invoices which are paid up front by SunTrust. On the back end, the city has an option to pay back SunTrust monthly, twice a month, or weekly. By using the ESP, the city receives a rebate from SunTrust based on the total amount spent. The rebate rate increases as the city spends more and the number of times per month the city pays back SunTrust.

Finance	Total	\$180,000	FTE: 0
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Fire-Rescue

- Implement fines for repeated false fire alarms \$62,000 FTE: 0

Implement a \$75 fine for residential properties and \$150 fine for commercial properties per false alarm occurrence after the second incident in a 365-day period. Norfolk Fire-Rescue (NFR) defines a false alarm as an alarm that is activated due to a malfunction in the alarm system, or a human intentionally activating an alarm for reasons other than alerting the department of an emergency.

- Increase fees for Emergency Medical Services (EMS) \$100,000 FTE: 0

Increase fees for Emergency Medical Services (EMS) by five percent. These fees are typically paid by insurance providers or by uninsured residents. Medicare reimbursements are already maximized at the current rates, thus an increase in rates billed will not result in Medicare reimbursements increasing.

Fire-Rescue

- Increase fees for fire inspections and permits \$150,000 FTE: 0

Update fire inspections fee structure from a flat \$50 fee per inspection to a graduated structure based upon square footage of the inspected structure. This adjustment would allow the Fire Marshal's Office to charge more for inspections that require more time, thereby offsetting the personnel expense incurred. Standard permit fees will increase from \$50 to \$75, generating additional revenue.

- Increase fees for special events \$45,000 FTE: 0

Adjust fees charged for providing services at special events in order to recover the costs of overtime paid to staff. The department currently charges a rate of \$32 per hour per employee providing services at the event, and provides discounts for qualifying organizations. This has not historically been sufficient to offset the actual personnel expenditures incurred, primarily due to the higher cost of overtime paid to Fire Marshals. The department will increase the Fire Marshal's reimbursement rate to \$40 per hour. The hourly rate for Emergency Medical Services (EMS) will remain at \$32 per hour.

Fire-Rescue	Total	\$357,000	FTE: 0
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General District Court

- Adjust court cost and damage claims \$6,981 FTE: 0

Reduce funds for court appointed attorneys, as a result of a lower case load and the increased tendency of the Public Defender's Office to handle remaining cases.

General District Court	Total	\$6,981	FTE: 0
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General Services

- Reduce custodial services \$167,530 FTE: 0

Reduce evening custodial service levels at City Hall, Granby Municipal Building, city cemeteries, computer resource centers, and other municipal buildings. Locations that currently receive custodial services five days a week will be reduced to three days per week and locations that currently receive custodial services three days a week will be reduced to two days per week. City Hall and Granby Municipal Building day custodial services and restroom cleaning will be maintained at current levels. City Hall common areas will not be affected.

- Reduce security services \$73,947 FTE: 0

Reduce security at Jeb Stuart School during off hours and small special events. Security services are provided through a contract and will not result in a reduction of city employees.

- Reduce utility costs \$85,520 FTE: 0

Reduce natural gas and electricity costs based on projected utilization.

General Services	Total	\$326,997	FTE: 0
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Human Resources

- Eliminate the tuition reimbursement program \$69,728 FTE: 0

Eliminate funds for the tuition reimbursement program, which currently reimburses a portion of college tuition costs that relate to the career development of existing permanent staff that have completed six months of employment. Reimbursement is provided at a rate of \$100 per credit hour for undergraduate and \$125 per credit hour for graduate-level courses. Tuition reimbursement is an underutilized employee benefit and the historical utilization trends do not support the continuation of this program. The city will undertake an analysis of tuition reimbursement programs with the intention of providing a more effective program in the future.

Human Resources	Total	\$69,728	FTE: 0
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Human Services

- Adjust revenues based on historical trends \$952,925 FTE: 0

Adjustment to update budgeted revenue collections based on historical trends. The department receives partial reimbursement from the state and federal government for social services staff and operations. The average reimbursement rate has been increasing annually since FY 2013.

- Align social services budget with anticipated expenditures \$1,019,967 FTE: 0

Adjust department expenditures for social services staff and operations based on anticipated utilization. Operations expenditures are partially reimbursed by the state and federal government. No impact to service is anticipated.

- Reallocate public information responsibilities \$89,466 FTE: 1

Eliminate a Programs Manager position that fills the role of public information officer. The public information officer served as the point person for citizen inquiries, wrote and distributed an internal agency newsletter, and prepared materials and displays for community outreach events. Existing administrative staff will take on some of these duties, while the marketing and public relations functions performed by this position will be transferred to the Office of Marketing and Communications. No impact to service is anticipated.

Human Services	Total	\$2,062,358	FTE: 1
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Information Technology

- Realign department staffing \$324,455 FTE: 6

Reduce funds for personnel services based on projected utilization. The adjustment includes eliminating six vacant positions: one Senior Radio Communications Systems Analyst, two Programmer Analyst III, a Programmer Analyst V, a Senior Microcomputer Analyst, and a Network Engineer III. Eliminating these positions may result in slower IT response times for addressing issues and reduced ability to support other departments in task automation and application development.

Information Technology	Total	\$324,455	FTE: 6
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Libraries

- Adjust personnel expenditures \$206,136 FTE: 4

Reduce funds for personnel services based on projected utilization. The adjustment includes eliminating a Librarian II, a Senior Microcomputer Systems Analyst, an Event Coordinator, and a Public Services Coordinator. Current library staff have absorbed the responsibilities of these positions and no impact to service is anticipated.

Libraries

- Close branch library \$309,287 FTE: 3

Close the Jordan Newby Branch Library due to the opening of the new Broad Creek Library. The closure of the library eliminates a Librarian II, a Library Associate I, and a Library Assistant II, nine temporary part-time staff and associated operational expenses. As a result of the closure, the department's allocation for book expenses is also reduced. No impact to service delivery is anticipated due to the opening of the new library less than a mile away.

- Increase printing fee at public libraries \$51,582 FTE: 0

Increase printing fee at all public libraries. Currently, the city charges \$0.10 per page to patrons. This action increases the printing fee to \$0.15 per page.

- Update fee structure for room rentals at Slover Library \$6,344 FTE: 0

Increase rates for room rentals at the Slover Library. The department receives revenue from renting five rooms in the Slover Library for events, parties, business meetings, and conferences.

Libraries	Total	\$573,349	FTE: 7
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Nauticus

- Eliminate free parking \$19,080 FTE: 0

Eliminate free parking for the Hampton Roads Naval Museum (HRNM) employees and volunteers. Beginning July 1, 2018, the HRNM will be responsible for its own staff and volunteer parking, as well as a portion of the security personnel costs necessary to maintain the safety and security of staff, visitors, and exhibits.

- Increase cruise ship revenue \$70,000 FTE: 0

Increase cruise ship revenue as a result of three additional cruise ship visits. This is a one-time revenue increase in FY 2019. There will be an additional 7,000 cruise passengers in FY 2019 from two large ships (3,000 each) and one small cruise ship (1,000 passengers). The department estimates the city receives approximately \$10 per passenger.

- Increase existing adult group rate \$10,000 FTE: 0

Increase adult group admission rate by \$1 to \$13 from \$12. Over the past two years, Nauticus received an average of 10,000 adult individuals who were a part of adult groups. A \$1 increase would yield \$10,000 in additional revenue.

- Increase revenue from special events \$22,000 FTE: 0

Increase revenue from special events related to the Battleship Wisconsin's 75th anniversary. In FY 2019, the Battleship Wisconsin will celebrate its 75th Anniversary of launch on December 7th and of Commissioning on April 16th. A variety of programs and events to commemorate the anniversary are anticipated to draw more visitors.

- Increase revenue through new exhibit \$60,000 FTE: 0

Increase revenue at Nauticus through additional marketing and new exhibit creation. A new exhibit entitled Shipwreck! Pirates and Treasure, beginning June 15, 2018 through Labor Day, is anticipated to yield an additional 4,800 visitors, or 600 per week over the summer.

- Reduce parking validation costs \$10,000 FTE: 0

Reduce parking validations for Nauticus volunteers. Parking passes given to volunteers have decreased the need for parking validations.

Nauticus

- Restructure Visitor Services staffing \$27,435 FTE: 0.75
Eliminate a Visitor Services Assistant position as part of a Visitor Services staffing realignment. Duties of the position will be performed by existing staff. No impact to service is anticipated.

Nauticus

Total

\$218,515 FTE: 0.75

Neighborhood Development

- Adjust operational expenditures \$50,000 FTE: 0
Technical adjustment to align operational expenditures with projected utilization.

- Increase collections of nuisance administrative fees \$5,000 FTE: 0

Improve collection of administrative fees when a lien is placed on a property. Liens are placed on a property if city inspectors have requested the property owner to remedy a nuisance registered at the property at least three times. After some nuisances are registered a follow-on inspection can be required to verify compliance.

- Increase enforcement of collections for nuisance abatement \$45,000 FTE: 0

Increase collection of liens placed against properties by including payments as a part of resident tax bills. Residents with nuisance abatements liens would see liens present on their annual tax bill. Residents without liens will not be affected by the change.

- Provide inspections for NRHA properties \$7,500 FTE: 0

Provide inspections of rentable Norfolk Redevelopment and Housing Authority (NRHA) properties prior to new lease agreements using existing city inspectors.

Neighborhood Development

Total

\$107,500 FTE: 0

Norfolk Community Services Board

- Close group homes for people with developmental disabilities \$723,504 FTE: 21.6

Close the Hartwick and Bayview group homes for people with developmental disabilities. The current occupants will be rehoused in privately owned group homes. The Virginia Department of Behavioral Health and Developmental Services (DBHDS) will work with the department on acceptable reuse options for the properties. The department will preserve and reprogram some costs and positions in anticipation of the Department of Justice requirement to invest in independent housing for this population, to improve outcomes and decrease caseload sizes. A reduction in personnel corresponds with the closure of the group homes. Revenue associated with the group homes will no longer be collected. A corresponding revenue adjustment has been made.

- Consolidate Compliance and Quality Management \$77,876 FTE: 1

Eliminate a Bureau Manager position. The duties of this position will be absorbed by existing staff as a result of increased procedural efficiencies in the areas of compliance and quality management. No impact to service is anticipated.

Norfolk Community Services Board

- Consolidate Intensive Care Coordination Services \$100,529 FTE: 2
Eliminate two Case Manager IV's. Intensive Care Coordination (ICC) services will be consolidated with Child and Adolescent services in another division. Child and Adolescent Case Managers can bill for services through insurance. No impact to services is anticipated.
- Enhance Child and Adolescent Case Management \$8,000 FTE: 0
Reprogram Intensive Care Coordination (ICC) Case Managers into Child and Adolescent Case Managers. Child and Adolescent Case Managers can bill for services through insurance. No impact to service is anticipated.
- Restructure support staff for community health center \$31,064 FTE: 1
Restructure support provided to the Hampton Roads Community Health Center. The Center has hired its own staff, which renders a Support Technician position unnecessary. No impact to service is anticipated.

Norfolk Community Services Board	Total	\$940,973	FTE: 25.6
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Norfolk Juvenile Court Service Unit

- Reduce contractual expenses \$8,000 FTE: 0
Reduce contractual expenses related to matching grant funds. The city allocated \$8,000 in matching funds for the Edward Byrne JAG grant to Norfolk Court Juvenile Services Unit. The grant program ended December 2016. As a result, grant match funds are no longer required.

Norfolk Juvenile Court Service Unit	Total	\$8,000	FTE: 0
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Office of Budget and Strategic Planning

- Reallocate citywide grants management process \$104,216 FTE: 1
Reduce staffing for citywide grants management by eliminating one permanent and one temporary Management Analyst II. This action maintains existing responsibility for grant application and approval submission with city departments. Citywide grants management, including appropriation oversight and general compliance, will remain in the Office of Budget and Strategic Planning, with responsibilities absorbed by existing staff. No impact to service is anticipated.

Office of Budget and Strategic Planning	Total	\$104,216	FTE: 1
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Office of Marketing and Communications

- Reduce contractual expenses \$100,000 FTE: 0
Reduce contractual expenses related to citywide marketing initiatives through increased collaboration with outside agency partnerships. No impact to service is anticipated.

Office of Marketing and Communications	Total	\$100,000	FTE: 0
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Office to End Homelessness

- Increase Emergency Solutions Grant funding \$20,000 FTE: 0
Increase Emergency Solutions Grant funding, which provides program funding to city departments and community partners each year to enhance short-term homeless prevention services. The Office to End Homelessness has been awarded an additional \$20,000 for FY 2019. This will produce savings for operational expenses.

Office to End Homelessness

- Increase HOME Investment Partnership grant funding \$25,000 FTE: 0

Increase the HOME Investment Partnership program subgrant award. The HOME grant is subgranted to city departments and community partners each year to enhance housing and homelessness services. The Office to End Homelessness has been awarded an additional \$25,000 for FY 2019. This will produce savings for administrative expenses.

Office to End Homelessness	Total	\$45,000	FTE: 0
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Outside Agencies

- Reduce funding for citywide marketing \$25,000 FTE: 0

Reduce support for citywide marketing initiatives.

Outside Agencies	Total	\$25,000	FTE: 0
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Public Works

- Implement a truck exemption permit \$30,000 FTE: 0

Implement a \$300 fee for the truck exemption permit to allow haulers to travel on restricted roadways after 4:00 pm. The permit is currently issued at no cost, despite the resources required to research each hauler's route. The fee will cover the cost of personnel services.

- Increase hauling crane permit \$8,000 FTE: 0

Increase the crane hauling permit by \$100, from \$200 to \$300. This action brings rates in line with regional market rates and allows the city to recover administrative costs associated with issuing the permit.

- Increase right of way fees \$76,500 FTE: 0

Increase right of way fees by \$15. Right of way fees are charged to residents and businesses when they restrict or cut into the city's right of way. The increased fee applies to commercial driveways, general right of way, and closures.

- Reduce local street maintenance expenditures \$500,000 FTE: 0

Reduce funds for local street maintenance costs. The reduction will be spread across street maintenance, equipment purchased for street maintenance, concrete repairs, weed and grass control, signal maintenance repair, thermo marking, sign repair, guardrail repair, railroad crossing, crack sealing, and seal overlay on city streets.

- Restructure organizational staffing \$238,999 FTE: 4

Align staffing levels to match projected utilization. This action eliminates four positions: a Support Technician, an Administrative Technician, a Management Analyst II, and a Traffic Engineer Senior. This action also reclassifies a Management Services Administrator position to a Management Analyst III position. Tasks performed by these positions will be absorbed by existing staff. No impact to service is anticipated.

Public Works	Total	\$853,499	FTE: 4
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Recreation, Parks and Open Space

- Eliminate Healthy Norfolk Program initiative \$45,682 FTE: 1

Eliminate the Healthy Norfolk Program. Healthy Norfolk was an initiative created in FY 2012 to improve health and wellness throughout the city through partnerships and community collaboration. The realignment of the Healthy Norfolk Program will eliminate the vacant Health and Fitness Facilitator position.

- Increase recreation fees \$100,000 FTE: 0

Increase existing fees for Facility Use Identification Cards to align with regional market rates. Current fees range from \$2.00 for a daily guest pass to \$50 per year for a family of three or more for an all access year-round pass to the city's 18 recreation centers and five pools, except the Norfolk Fitness and Wellness Center (NFWC). At the NFWC, fees range from \$5.00 for a daily pass to \$120 per year for an adult (ages 24-65). Regionally, average comparable fees charged by other localities range from \$5.00 for a daily pass to \$128 per year for adults. Fees across three categories for families, ranging from \$25 for an adult plus one to \$50 for an adult plus three or more, will be consolidated into one family rate of \$100. A new adult athletic card will cost \$10.

- Support increase in Before/After School Program fees \$100,000 FTE: 0

Increase existing fees for services provided by the department for the before/after school program from \$20 to \$40 per week for morning or afternoon sessions, and from \$30 to \$60 per week for both. Before and after school care is offered for Norfolk residents ages 5-12 at the Bayview, Crossroads, Fairlawn, and Sherwood Forrest Recreation Centers, and the Tarrallton and Young Terrace Community Centers. Participants have the option to enroll in the morning session (6:30 a.m. to 9:30 a.m. depending on site), afternoon session (2:30 p.m. to 6:00 p.m.), or both sessions.

Recreation, Parks and Open Space	Total	\$245,682	FTE: 1
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Wastewater

- Restructure organizational staffing \$124,976 FTE: 2

Restructure organizational staffing as a result of technological advances that have resulted in operational efficiencies that reduced the need for personnel. This action eliminates one Water Chemist position and a General Utility Maintenance Supervisor position. No impact to service is anticipated.

Wastewater	Total	\$124,976	FTE: 2
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Water

- Restructure organizational staffing \$179,295 FTE: 2

Restructure staffing as a result of the automation of the Western Branch Pump Station, which has created operational efficiencies that have reduced the need for personnel. This action eliminates one General Utilities Maintenance Supervisor position and one Assistant Superintendent of Utility Division position. No impact to service is anticipated.

Water	Total	\$179,295	FTE: 2
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Zoological Park

- Reorganize operational staffing \$104,626 FTE: 1.3

Reorganize staff to meet operational needs of the department. This action eliminates the Assistant Director, a Quality Assurance Inspector, and a Groundskeeper, and adds a Zoo Manager and Veterinary Technician. No impact to service delivery is anticipated.

- Update fee structure for college students \$17,500 FTE: 0

Implement new admission fees at the Virginia Zoo. This action charges an admission rate of \$10 for college students effective January 1, 2019.

- Update fee structure for residents and non-residents \$180,000 FTE: 0

Increase existing admission fees at the Virginia Zoo. This action includes an increase of \$1 for Norfolk residents and \$3 for all others across all admission rates effective January 1, 2019. Admission rates for adults (ages 12-61) will increase from \$14.95 to \$15.95 for Norfolk residents and \$17.95 for all others; children (ages 2-11) from \$11.95 to \$12.95 for Norfolk residents and \$14.95 for all others; and seniors (age 61+) from \$12.95 to \$13.95 for Norfolk residents and \$15.95 for all others.

Zoological Park

Total

\$302,126 FTE: 1.3

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Unfunded Operating Requests



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UNFUNDED FY 2019 BUDGET REQUESTS

The city began FY 2019 Budget Development with a base budget gap. Growth in ongoing revenues did not support corresponding growth in expenditures required to maintain the same level of service as FY 2018. With finite resources, the FY 2019 budget required strategies to grow revenue, reduce expenditures, and enhance existing service levels. Collectively, the Adopted FY 2019 Budget achieves structural balance, where ongoing revenues match ongoing expenditures. With an initial base budget gap, the city cannot afford to fund all enhancements requested by departments. The Unfunded FY 2019 Budget Requests report shows enhancements that were requested by departments, but not funded in the FY 2019 budget.

Requested Amount

Circuit Court Judges

- Increase funds for salaries and nonpersonnel expenses \$65,238 FTE: 0

Provide additional funds for education and training, office supplies, and an increase in salaries to maintain internal equity.

Circuit Court Judges	Total	\$65,238	FTE: 0
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City Attorney

- Provide funds for Assistant City Attorney \$65,538 FTE: 1

Provide funds to support an additional Assistant City Attorney I position. This attorney will prosecute cases related to code enforcement and city appeals.

		\$45,428	FTE: 0
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- Provide funds for legal services operations

Provide additional funds for nonpersonnel expenses including travel, legal code books, membership dues, and printing.

City Attorney	Total	\$110,966	FTE: 1
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City Auditor

- Enhance citywide internal audit services \$358,487 FTE: 6

Provide funds for six additional Assistant City Auditors. The additional staff will expand ethics and compliance training and awareness, as well as increase capacity to execute the annual audit plan.

City Auditor	Total	\$358,487	FTE: 6
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City Clerk

- Provide one-time funds for African American History Book \$65,000 FTE: 0

Provide one-time funds to support the publication of "I Too Am Norfolk: A History of African-Americans in Norfolk, Virginia." The book was commissioned by City Council in FY 2005 and entails an in-depth history of Norfolk's African Americans from 1619 to 2001 and beyond.

City Clerk	Total	\$65,000	FTE: 0
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City Planning

- Enhance staff development \$15,000 FTE: 0

Provide funds for ongoing education and training to enhance the professional and technical skill level of employees.

- Purchase uniforms for city inspectors \$5,000 FTE: 0

Provide funds to outfit city inspectors with uniforms. Uniforms were last funded by the department in FY 2016. Currently planning employees pay for uniforms out of personal pay.

- Rewrite Norfolk comprehensive plan \$25,000 FTE: 0

Provide funds for the rewrite of the Norfolk comprehensive plan. PlaNorfolk 2030 is the city's current state-required comprehensive 20 to 30 year vision for land use and development. The funds for a rewrite would extend Norfolk's comprehensive plan through 2050.

City Planning	Total	\$45,000	FTE: 0
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City Treasurer

- Provide funds to add an Accounting Technician \$34,323 FTE: 1

Provide funds for an Accounting Technician - TR position to enhance tax collections and delinquent revenue collections. Funding requested includes salary and benefits. The Treasurer's Office has 31 positions, of which, one position is frozen. All 31 positions are Compensation Board (state) approved positions. The position requested would be a city position.

- Provide funds to unfreeze an existing position \$37,290 FTE: 0

Provide funds to fill an existing position that is frozen and unfunded. The Treasurer's Office has 31 positions, of which, one position is frozen and unfunded. All 31 positions are Compensation Board approved positions. This position is unfunded by the Compensation Board. Funding requested includes salary and benefits.

City Treasurer	Total	\$71,613	FTE: 1
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Emergency Preparedness and Response

- Provide one-time funds to replace furniture for dispatchers \$316,515 FTE: 0

Provide one-time funds to replace workstation furniture for 911 dispatchers. The workstation includes an adjustable work surface and keyboard platform. This request replaces 18 workstations at an average cost of \$17,585 per workstation, including necessary mill work.

Emergency Preparedness and Response	Total	\$316,515	FTE: 0
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Fire-Rescue

- Adjust costs for boat repairs and fuel \$5,000 FTE: 0

Increase funds to maintain and fuel fire boats, including inflatable boats, which are used in training and response efforts.

Fire-Rescue

- Adjust funding for cleaning and household supplies \$36,953 FTE: 0

Increase funding for cleaning and household supplies, which are used in the operation of 14 firestations and three administrative support buildings.

- Create a public safety Human Resources team \$88,922 FTE: 2

Provide funds for two Personnel Specialist positions to create a public safety Human Resources team. The team would focus on public safety personnel matters, which can differ from general citywide personnel management.

- Enhance customer service \$27,435 FTE: 1

Provide funds for a Support Technician position to provide consistent office support at the Fire Administration front desk. The department eliminated five civilian administrative positions in FY 2015, this action restores one of them. The position will allow the office to provide consistent customer service.

- Increase funds for medical supplies \$64,250 FTE: 0

Increase funds to purchase medical supplies for emergency medical services. Current service levels have required reliance on special revenue funds.

- Provide one-time funds for a mobile command unit \$550,000 FTE: 0

Provide one-time funds to purchase a mobile command unit. The unit allows a command team to coordinate with multiple city agencies and city leadership at the scene of major incidents. The current unit has exceeded its useful life.

- Provide one-time funds for cardiac equipment \$1,404,800 FTE: 0

Provide one-time funds to replace cardiac monitors and defibrillators. Existing equipment is aging and maintenance services are becoming insufficient to keep all equipment in working order.

- Provide one-time funds for commercial extractors and dryers \$44,000 FTE: 0

Provide one-time funds to purchase commercial extractors and dryers for two fire stations. Commercial extractors and dryers are used to clean firefighting clothing, and are currently located at three fire stations and the training facility. During FY 2018, three additional fire stations will receive this equipment. This request would add commercial extractors and dryers at two additional stations, ensuring that each of the fourteen stations has equipment onsite or in close proximity.

- Provide one-time funds to replace furniture and appliances \$30,000 FTE: 0

Provide one-time funds to replace fire station furniture, beds, and appliances.

- Provide one-time funds to stock spare medic units \$101,200 FTE: 0

Provide one-time funds to stock spare medic units with equipment and necessary items to improve surge capabilities in the event of a mass casualty incident.

- Repair firefighting gear \$25,000 FTE: 0

Adjust the funding needed to repair firefighting gear in accordance with industry standards. Historically, repairs have been supported with funds intended for outfitting all personnel with required work uniforms.

Fire-Rescue

- Replace Emergency Medical Services reporting software \$65,000 FTE: 0

Provide funds to replace and maintain Emergency Management Services (EMS) reporting software. The new software ensures compliance with the National EMS Information System (NEMSIS) standards and facilitates information exchange. Comprehensive data allows the department to plan and prioritize based on the needs of the city.

- Support pre-employment investigations and polygraph tests \$21,000 FTE: 0

Provide funds to contract pre-employment investigations and polygraph tests that are currently conducted internally by the Fire Marshals Office (FMO). More than 60 individual investigations and polygraphs are completed each year, resulting in challenges to the office's ability to conduct inspections in a reasonable time frame.

- Support youth programming \$10,648 FTE: 0

Provide funds to support the youth programs that currently rely on corporate grants and participation fees to sustain activities. Explorer Post 116 is a youth led, workplace based, Learning for Life program that provides youth the opportunity to learn about a Fire-Rescue career under the supervision of adult mentors. Camp Fury is a program co-sponsored by the Girl Scouts that allows young women the opportunity to experience working in a Fire-Rescue focused five day camp during the summer.

Fire-Rescue	Total	\$2,474,208	FTE: 3
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Human Resources

- Enhance absence management administration \$50,000 FTE: 0

Provide funds to implement and maintain an absence management database. This database would provide a more efficient and effective method of tracking employees that are on an extended leave of absence and support compliance with FMLA regulations. Utilizing a database for absence management would create automated notifications to employees and supervisors when forms are due or timelines have been reached, in contrast to the existing manual tracking method.

- Enhance customer service \$100,000 FTE: 0

Provide one-time funds for the implementation of a customer service system. This system would allow customer calls and computer inquiries to be routed directly to the appropriate team, improving efficiency in meeting customer needs.

- Enhance employee relations management \$35,000 FTE: 0

Provide funds to implement and maintain an employee relations software solution. The new system will provide a more efficient and effective method of tracking employee grievances and other employee relations issues.

- Enhance organizational development \$150,000 FTE: 0

Provide funds to support a new learning management system (LMS). A new LMS will better meet the needs of employees providing easier access, greater tracking ability, and customized reporting.

Human Resources

- Enhance personnel support services \$173,646 FTE: 4

Provide funds for one Human Resource (HR) Analyst position to support Employee Relations and one Human Resource Technician position to support Payroll. This request would also fund two special project positions for twelve months: one Special Project HR Analyst to develop Standard Operating Procedures, databases, reports, and an HR Dashboard; and one Special Project HR Technician to support the customer service system.

- Enhance professional development \$45,000 FTE: 0

Provide funds to enhance professional development opportunities for Human Resources staff, with an average of \$1,000 allocated per employee. Each Human Resources Manager would be allocated funds based on the number of employees within their group and would work with employees to identify and select the development needs that would best support the city.

- Implement electronic document routing system \$90,000 FTE: 0

Provide funds for the implementation of an electronic document routing system for forms processed through Human Resources. The routing system would be added to the existing document management system and would allow for electronic signatures. This implementation would also improve accessibility to forms and documents as they move through workflow.

- Provide funds for citywide recruiting promotional items \$2,500 FTE: 0

Provide funds for promotional items to be distributed at career fairs.

- Provide funds for employee survey system \$20,000 FTE: 0

Provide funds to support the implementation of an employee survey system in order to conduct surveys every other year. The survey is used to assess the current workplace environment and identify opportunities for improvement.

- Provide funds for new employee onboarding materials \$51,600 FTE: 0

Provide funds to support enhancements to the new employee orientation experience, including refreshments, promotional items, and an online employee handbook.

Human Resources	Total	\$717,746	FTE: 4
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Human Services

- Replace Purchase of Service system \$200,000 FTE: 0

Provide funds for the replacement of the department's Purchase of Services (POS) system. The POS system is used to keep track of case management services and regulatory reporting for the Virginia Department of Social Services and the Children's Services Act. This expense is partially reimbursable by the state.

Human Services	Total	\$200,000	FTE: 0
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Information Technology

- Add three-dimensional imaging for aerial photography \$7,200 FTE: 0

Add a three-dimensional modeling module to the city's aerial photography subscription. The 3D models derived from oblique angle aerial photography will assist projects related to urban planning and geodesign, emergency planning and management, and economic development.

- Enhance fiber-optic infrastructure management \$100,852 FTE: 1

Provide funds to hire a Network Design Engineer IV to manage the existing IT field network and to design the expansion of IT's field network. To date, the Department of Public Works - Division of Transportation (PW DOT) has been supporting IT's network design and construction oversight. As the city's fiber-optic infrastructure grows, this position will take over those responsibilities and manage and maintain the Communication Fiber Plant.

- Support network infrastructure upgrades \$300,000 FTE: 0

Provide funds for equipment upgrades and site connections for the city's institutional network (I-Net). This funding would bring more sites onto city-owned circuits and reduce ongoing rental costs.

- Support server maintenance \$20,332 FTE: 0

Purchase software to monitor city servers to aid capacity planning, identify issues before they affect users, and improve general efficiency at managing the servers.

- Upgrade department conference rooms \$40,000 FTE: 0

Provide one-time funds to upgrade technology in two of the department's conference rooms. Upgrades include replacement of screens and overhead projectors with large-screen monitors and an integrated system that will allow for web conferences and dual presentations. An up-to-date conference room will improve collaboration and meetings with vendors and colleagues in the technology field.

Information Technology	Total	\$468,384	FTE: 1
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Libraries

- Add security at libraries \$283,930 FTE: 0

Provide funds for additional security at all Norfolk Public Library (NPL) locations during hours of operation. This request will enhance the safety of patrons and employees at 14 branch libraries, including the new Broadcreek Anchor branch.

- Increase funds for temporary library staff \$539,667 FTE: 0

Provide funds for the reclassification of 130 part-time Library Aide positions to Library Assistant I positions. The reclassified positions will increase operational efficiency throughout the Norfolk Public Library system.

- Increase system-wide library bandwidth \$170,000 FTE: 0

Provide funds to increase the bandwidth for the libraries and the service center to manage staff and public access to the internet.

- Install self-checkout database system \$22,000 FTE: 0

Provide funds for four self-checkout systems for patrons of neighborhood branch libraries.

Libraries	Total	\$1,015,597	FTE: 0
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Nauticus

- Upgrade ticketing and reservation system \$37,225 FTE: 0
- Provide funds for a cloud-based software program that incorporates visitor ticketing, reservations, and retail transactions.

Nauticus	Total	\$37,225	FTE: 0
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Norfolk Community Services Board

- Enhance medicine delivery to clients \$62,150 FTE: 2
- Provide funds for two Human Services Aides to provide daily medicine delivery. Currently nurses and case managers provide this service. This request will allow the nursing staff and case managers to focus on providing clinical services to improve client outcomes.

- Enhance peer counseling services \$41,171 FTE: 1
- Provide funds for a new Peer Counselor to provide services through the Crisis Stabilization program. The Crisis Stabilization Program provides direct mental health short-term care for non-hospitalized individuals who are experiencing an acute crisis of a psychiatric nature that may jeopardize their current community living situation. Peer Counseling services are partially supported by billed revenue.

- Provide funds for Same Day Access support \$46,462 FTE: 1
- Provide funds to provide support to the Virginia Department of Behavioral Health and Developmental Services' Same Day Access requirement that allows a person who calls or appears at a Community Services Board to be assessed that same day. This request adds a Licensed Practical Nurse to support a full-time psychiatrist.

Norfolk Community Services Board	Total	\$149,783	FTE: 4
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Office to End Homelessness

- Support rental assistance for homeless households \$210,000 FTE: 0
- Provide funds for rental assistance to households experiencing homelessness. In FY 2018 funding was provided through two grants: Housing and Urban Development's Emergency Services Grant and Home Investment Partnerships' Tenant-Based Rental Assistance.

Office to End Homelessness	Total	\$210,000	FTE: 0
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Outside Agencies

- Increase funding for Chrysler Museum of Art \$464,918 FTE: 0
- Increase funds to support general operating expenses for the security, maintenance, and operation of the city-owned Chrysler Museum building.

- Increase funding for Commission on the Arts and Humanities \$48,605 FTE: 0
- Increase funds to support the Norfolk Commission on the Arts and Humanities. The commission provides operating and project support grants to local community art organizations.

Outside Agencies

<ul style="list-style-type: none"> • Increase funding for Downtown Norfolk Council <p>Increase funds to support general operating costs for the Downtown Norfolk Council. The Downtown Norfolk Council provides services and programs designed to promote and enhance business, cultural, retail, and residential initiatives in downtown Norfolk.</p>	\$20,000 FTE: 0
<ul style="list-style-type: none"> • Increase funding for Eastern Virginia Medical School <p>Increase funds to support operating expenses associated with providing healthcare services to residents of Norfolk.</p>	\$14,187 FTE: 0
<ul style="list-style-type: none"> • Increase funding for Norfolk Convention and Visitors Bureau <p>Increase funds to support general operating costs for Norfolk Convention and Visitors Bureau (Visit Norfolk), a non-profit organization dedicated to marketing Norfolk.</p>	\$105,000 FTE: 0
<ul style="list-style-type: none"> • Increase funding for Norfolk Festevents <p>Increase funds to support general operating costs for Norfolk Festevents. Norfolk Festevents provides services and programs designed to promote activities and events in downtown Norfolk, to enhance the Norfolk waterfront, and encourage visitors to the city.</p>	\$26,300 FTE: 0
<ul style="list-style-type: none"> • Increase funding for NRHA administrative support <p>Increase funds to support general operating expenses for Norfolk Redevelopment and Housing Authority.</p>	\$188,000 FTE: 0
<ul style="list-style-type: none"> • Increase funding for Virginia Stage Company <p>Increase funds to support general operating costs for the Virginia Stage Company. The Virginia Stage Company provides theatrical entertainment in downtown Norfolk.</p>	\$65,000 FTE: 0
<ul style="list-style-type: none"> • Increase funding for Virginia Symphony <p>Increase funds to support general operating costs for the Virginia Symphony. The Virginia Symphony provides musical entertainment in downtown Norfolk.</p>	\$53,000 FTE: 0
<ul style="list-style-type: none"> • Provide funds for d'Art center <p>Provide support for general operating costs to d'Art Center. The non-profit organization connects the community with art.</p>	\$30,000 FTE: 0
<ul style="list-style-type: none"> • Provide funds to NRHA for residential rental program <p>Provide general operating support to NRHA for a collaboration with Residential Options, Inc. (ROI) and the Norfolk Community Services Board (NCSB). NRHA acts as landlord and NCSB the tenant referral agency to manage properties for ROI. ROI is a nonprofit that develops and manages housing opportunities for NCSB clients.</p>	\$50,000 FTE: 0
<ul style="list-style-type: none"> • Provide funds to NRHA for youth program <p>Provide support to the NRHA for a youth master boatbuilding and rowing program. The program is offered by Tidewater Boat Workshop, a non-profit educational organization, and is offered to disadvantaged youth in Hampton Roads.</p>	\$12,000 FTE: 0
Outside Agencies	Total \$1,077,010 FTE: 0

Police

- Enhance phone and tablet service \$29,623 FTE: 0

Provide additional funds for phone and tablet services. Phones and other devices are used to enhance the efficiency of a variety of department functions. The devices are currently in service, but the base budget is insufficient to cover the existing cell and data services.

- Increase overtime for Crisis Intervention Team \$100,000 FTE: 0

Provide additional funds for Crisis Intervention Team (CIT) overtime based on historical trends. CIT currently provides appropriate and timely patrol response and assessment center monitoring to individuals who are experiencing a psychiatric emergency.

- Maintain Tactical Trauma Life Support and NARCAN supplies \$12,000 FTE: 0

Provide funds to maintain the Tactical Trauma Life Support and NARCAN program supplies. These programs support training in life-saving measures related to traumatic injuries and opioid overdoses. Historically, special revenue funds have supported these programs.

- Provide funds to support CALEA accreditation program \$15,505 FTE: 0

Provide funds to maintain accreditation granted by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Participation helps to ensure that the department meets state and national law enforcement standards. Historically, special revenue funds have supported this program.

- Replace body armor \$87,000 FTE: 0

Increase funding for soft body armor replacement. The department's budget currently supports replacing approximately 150 units per year. Soft body armor has a lifespan of five years. Effective equipment life-cycle management requires armor for one-fifth of sworn officers, approximately 150, to be replaced annually. This action would provide additional armor for future increases in staffing.

Police	Total	\$244,128	FTE: 0
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Public Works

- Provide one-time funds for equipment \$26,000 FTE: 0

Provide funds for a computer and pick-up truck for a Construction Inspector II position. The Construction Inspector will use the pick-up truck to travel to construction sites to inspect ongoing projects and the computer to document findings in the field.

Public Works	Total	\$26,000	FTE: 0
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Recreation, Parks and Open Space

- Enhance citywide landscape beautification \$298,700 FTE: 0

Provide funds to enhance landscape beautification of all parks, public buildings, roadway medians, gateways, public schools, athletic fields, city parcels, and beaches.

Recreation, Parks and Open Space

- Expand Homework Help Program \$26,872 FTE: 0

Provide funds to expand the Homework Help program to Berkley and Ingleside Community Centers. This program provides daily homework assistance to middle and high school students in areas of math, reading, and science from 5:00 p.m. to 6:00 p.m. beginning in August, for the 2018-2019 academic year. Currently, this program is offered only at Norview Community Center.

- Expand Norfolk Emerging Leaders (NEL) training \$35,718 FTE: 0

Provide funds to enhance the Norfolk Emerging Leaders (NEL) Program by including two additional days of training dedicated to financial management and the city's Bank On initiative.

- Expand recreation center hours \$45,273 FTE: 1

Provide funds to expand the hours of operation at the Grandy Village and Young Terrace Recreation Centers. This action expands structured programming around S.T.E.A.M. (Science, Technology, Engineering, Arts, and Math) initiatives and special events to include Saturday hours.

- Support increase for athletic field maintenance \$14,000 FTE: 0

Increase funds for clay used for the preparation and repair of athletic ball fields.

- Support playground safety program \$42,900 FTE: 0

Provide funds for mulch around 98 city playgrounds to mitigate the hazards presented by falls from playground equipment.

Recreation, Parks and Open Space	Total	\$463,463	FTE: 1
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Sheriff and Jail

- Support jail staffing \$250,000 FTE: 0

Provide funds to allow overtime work on an as-needed basis to maintain the safety and security of the jail and the inmates until vacancies in the department can be reduced.

Sheriff and Jail	Total	\$250,000	FTE: 0
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Zoological Park

- Enhance animal care services \$160,122 FTE: 5

Provide funds for five Zookeeper positions to increase animal enrichment, welfare, and husbandry at the Virginia Zoo.

- Enhance custodial services \$150,451 FTE: 5

Provide funds for a Senior Custodian position and four Custodian positions to replace the janitorial and custodial services currently provided through a centralized citywide contract.

- Enhance security services \$84,772 FTE: 1

Provide funds for a Security Officer position to enhance the safety and security of the Virginia Zoo.

Zoological Park

- Enhance veterinarian services \$61,415 FTE: 1

Provide funds for a Veterinary Technician to maintain animal welfare and care at the Virginia Zoo.

- Support increase for custodial costs \$110,483 FTE: 0

Provide funds for additional janitorial and custodial services to assist in maintaining the Zoo's 53 acres.

- Upgrade point-of-sale system \$300,000 FTE: 0

Provide funds for a system upgrade to the Virginia Zoo's point-of-sale system which is at the end of its useful life.

Zoological Park

Total

\$867,243 FTE: 12

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Capital Improvement Plan



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READER'S GUIDE

BACKGROUND

The Capital Improvement Program (CIP) is a multi-year plan for capital expenditures to replace, maintain, and expand the city's infrastructure. The city uses the CIP to develop infrastructure and maintain the quality of life offered to residents and businesses.

The capital budget supports non-recurring expenditures, such as the construction of buildings, acquisition of property, repairs and improvements to roadways, building maintenance, and efficient operation of the water, sewage, and storm water systems. Capital funding is limited to the cost of the project and may be expended over several fiscal years until the project is completed. Other costs associated with the capital budget include, but are not limited to the following:

- Architectural and engineering fees;
- Site development; and
- Major equipment.

The city uses a long-range planning process that results in a Five-Year CIP Plan. This Five-Year CIP Plan provides residents with an outline of how the city anticipates investing capital dollars for the next five-years. Each capital project included in the CIP is either approved for funding in FY 2019 or included as a planned project in FY 2020 through FY 2023. The inclusion of a project beyond the current budget year is not a guarantee it will be funded in the future, as the needs of the city may shift resulting in changes during the next annual budget cycle.

A project that is included in the city's capital budget is broadly defined as requiring the expenditure of public funds for the purchase, construction, enhancement, or replacement of physical infrastructure/assets and it may take several years to complete the project. Whether a project is included in the CIP or in the city's operating budget is determined by its size and scope. Any project authorized in a department's operating budget must be completed or committed by a contractual obligation within the fiscal year in which the funds are appropriated.

To be included in the CIP, the project must cost \$75,000 or more. Further, the project should add to, enhance the value of, or extend the life of the asset by greater than the life of the debt instrument used to finance the improvement or grant program.

GUIDING PRINCIPLES

Guiding principles are used to help shape the CIP. These principles include, but are not limited to the following:

- Developing a capital plan that includes projects that meet City Council priorities;
- Ensuring that the CIP will be the platform for development in neighborhoods and business communities; and
- Preserving and enhancing the existing tax base.

To guide the CIP decision-making process, projects are evaluated on the degree to which the following objectives are met:

- Adhering to legal or contractual obligation or federal or state mandate;
- Addressing health concerns, safety or emergency needs;

- Leveraging outside funding through a match of federal, state or private funding;
- Producing positive community impact through the formation of partnerships with residents and businesses to leverage public dollars, making Norfolk the community of choice for living, working and leisure activities;
- Enjoying broad community support;
- Resulting in unacceptable outcomes if the project is deferred;
- Ensuring existing infrastructure and/or equipment is maintained and replaced in a timely manner;
- Addressing flooding through meaningful projects;
- Making directed investments in neighborhoods;
- Redeveloping St. Paul's Corridor;
- Using dedicated revenue to fund projects; and
- Assuring consistency with the 2030 comprehensive plan, Vision 2100, and other City Council adopted plans.

FUNDING CIP

A combination of funding sources are used to implement the CIP. Below are descriptions of funding sources used to support the CIP:

- **Reappropriation of Previous Authorization:** Dollars represent funding for prior year projects that are completed or determined to have excess funds.
- **Transfer from General Fund:** Cash contributions to the CIP.
- **Transfer from School Fund:** Cash contributions from Norfolk Public Schools.
- **Transfer from Land Acquisition Fund:** Cash contributions from a revolving fund dedicated for strategic land acquisitions.
- **Other Cash Contribution:** Cash contributions from other sources to the CIP, such as grants, donations, other state or federal aid, or other reprogrammed funds.
- **Bonds (Debt):** The city's debt is defined by the sources of repayment: General Fund supported debt service and nongeneral fund supported debt service. General Fund supported debt is pledged to be repaid from tax revenue. Nongeneral fund debt is intended to be repaid from revenue derived from other revenue sources such as fees.

NONGENERAL FUND PROJECTS:

Projects below are supported through nongeneral fund revenues, such as user fees, and are not paid from taxes:

- **Parking Facilities (PF):** Improve the city's parking infrastructure systems, promote tourism, and perpetuate and attract new businesses, including architectural designs, construction of new and/or replacement, multi-level parking facilities.

- **Storm Water Utility (SW):** Improve the city's storm water infrastructure system, including miscellaneous drainage improvements, system repairs and rehabilitation, and system cleaning and drainage studies in neighborhoods citywide.
- **Towing and Recovery (TR):** Support the city's ability to keep abandoned vehicles off the public right-of-way and address code violations. There are no projects in this fund for the FY 2019 - FY 2023 CIP.
- **Wastewater Utility (SF):** Improve the city's wastewater infrastructure system including the operation and maintenance of collection sewers, pump stations, and sewer force mains.
- **Waste Management (WM):** Support the city's ability to comply with regulatory requirements related to its landfills.
- **Water Utility (WF):** Improve the city's water infrastructure system and perpetuate the city's economic vitality.

POLICY AREA DESCRIPTIONS

The citywide priorities developed in 2011 served as the foundation of the city's priority-based budgeting practice are under review. The administration is in the process of developing a five-year strategic plan to focus investment and activities; therefore, the priority areas are being replaced by policy areas in the FY 2019 – FY 2023 CIP. The policy areas used are described below.

Education:

Projects in this category enhance the educational infrastructure of the city to improve instructional service delivery. They are most likely to be school related activities, but can be any educational capital-type project. This would include construction projects to improve, replace, and/or build new elementary, middle, and high school facilities. Related funds for acquisition of property and designs are also included.

Economic Development:

Projects in this category improve the city's infrastructure systems and encourage the city's continued economic vitality. They may also provide funds for public infrastructure improvements designed to enhance and support private sector investments in a variety of neighborhoods and commercial areas of the city.

Environmental Sustainability:

Projects in this category are intended to create a positive, regenerative effect on the environment, including opportunities to mitigate detrimental environmental impacts in the city. Projects in this category will promote the efficient use and protection of natural resources, reduce the adverse negative impacts of coastal flooding, and advance a thriving culture and economy.

Cultural Facilities:

Projects in this category improve the city's infrastructure systems and pursue the city's initiatives to promote tourism and to provide opportunities for cultural enrichment to residents.

General and Other:

Projects in this category improve the city's infrastructure system and maintain public safety through enhancement and maintenance. Projects are typically specialized in nature and do not fall within the other defined policy areas.

Neighborhood Development:

Projects in this category improve the city's infrastructure systems, and preserve and enhance the city's taxable real estate base. These projects may include improvements to the city's community roadways and acquisition of property to strengthen neighborhoods.

Public Buildings:

Projects in this category improve the city-owned infrastructure by providing adequate maintenance to existing facilities and construction of new or renovated facilities.

Parks and Recreation Facilities:

Projects in this category enhance the city's recreational facilities, provide opportunities for cultural enrichment, and promote tourism.

Transportation:

Projects in this category improve the city's roadway infrastructure and satisfy the Commonwealth of Virginia's mandate regarding the Urban Roadways Program. This would encompass improvements to primary and secondary vehicular passageways, bridges, and underpasses, including street lighting, signalizations, and undergrounding of utilities relating to streets and highways.

PROJECT INFORMATION

The FY 2019 CIP provides for 39 projects with support from the General Capital, two projects with support from Parking Facilities, seven projects with support from Storm Water Utility, one project with support from Waste Management, one project with support from Wastewater Utility, and four projects with support from the Water Utility.

Financial information for projects can be found throughout the CIP and in the sections listed below.

- **CIP Funding Sources:** Lists the sources of revenue the city uses to fund capital projects.
- **CIP - Uses of Funds:** Lists the projects approved in the FY 2019 CIP.
- **CIP Five-Year Plan Summary:** A five-year outlook of funding needed for projects in the FY 2019 CIP.
- **Project Detail by Policy Area:** Projects shown on the CIP Five-Year Plan Summary are listed individually with a detailed financial breakdown.

Each project within the FY 2019 CIP has an individual project information page. The definitions and descriptions below are provided as a guide to understanding the individual project pages.

SEE SAMPLE PAGE FOLLOWING THESE DEFINITIONS FOR MORE INFORMATION

For each project, the following information is included:

- **Project Title:** Provides a descriptive name for the project.
- **Department:** Identifies the city department that will function as the project sponsor and manager.
- **Property Address:** Identifies the location of the project. Several categories are used to identify the location of a project. Addresses are listed when a project is concentrated in a specific area. The term citywide is used when the project involves several locations throughout the city or has a citywide impact. The term "to be determined" is used when a specific site for the project has not been identified.

- **Customers Served:** Indicates the beneficiaries to be served by the project.
- **Project Description:** Provides a brief and informative description of the project.
- **Financial Summary:** The financial summary provides detailed information on the amounts appropriated for the project. This section includes the following:
 - **FY 2019 Adopted:** Reflects the amounts for the project. Amounts listed in FY 2020 – FY 2023 are planned amounts in the upcoming years.
 - **FY 2018 Adopted:** Amounts that were approved for the project when the budget was authorized in the previous fiscal year.
 - **Estimated Operating Budget Impact:** Reflects an ongoing operating budget expense once the project is complete. These expenses are not paid from the capital budget.
 - **Anticipated Project Timeline:** Amounts shown are a projection of how and when funds will be spent in FY 2020 – FY 2023.
 - **Prior Capital Funding:** Shows the dollars previously contributed to the project from previous appropriations.
 - **Capital Share Remaining:** Reflects the amount of capital funding projected to complete the project. This amount is the sum of FY 2020 – FY 2023.
 - **Project Total:** Reflects the total amount of money dedicated for the completion of the project.
- **Picture:** Includes a visual depiction, if available, of the project location or the end result expected from the completion of the project.

Project Description Page

Project Title

Project Description

Department

Address School Major Maintenance

Department	Project Description
Executive	Provide support for major maintenance and repair to school facilities. Expenditures in this category help preserve the life of buildings, perform major preventative maintenance, and undertake significant repairs. Each year, prior to the distribution of funds, Norfolk Public Schools shall provide a list of planned projects, as well as the results of the prior year's efforts.
Fund	
General Capital	
Account #	
4000 02 3193	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input type="checkbox"/>	Customers Served
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Project Address

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	6,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
FY 2018 Adopted	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	N/A	10,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Financial Summary

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	6,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
Total	N/A	6,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000

Anticipated Project Spending

Prior Capital Funding	33,550,000
FY 2019 Adopted	6,000,000
Capital Share Remaining	12,000,000
Project Total	51,550,000

Funding History



OPERATING IMPACT OF MAJOR CIP PROJECTS

The operating impact of capital projects is analyzed during the CIP development process. Many new capital improvement projects entail ongoing expenses for routine operation, repair, and maintenance upon completion or acquisition. Some new capital facilities may also require the addition of new positions.

Estimated revenues and/or operational efficiency savings associated with projects are also considered during the capital project evaluation and review process. Operational costs of new facilities can have a significant financial impact on the operating budget of the city. Therefore, these costs are weighed when a project is considered for funding. Conversely, the positive contribution that a capital project can make to the fiscal well-being of the city is also factored into the decision making process. Capital projects such as redevelopment of under-performing or under-used areas of the city, and the infrastructure expansion needed to support new development, help promote the economic development and growth that generates additional operating revenues or operational efficiencies.

As CIP projects are completed, the operating costs of these projects are identified, prioritized, and justified as part of the city's budget development process. The city plans and budgets for significant start-up costs, as well as operation and maintenance of new facilities in the operating budget. If applicable, each project contains an operating and maintenance projection for the operating costs for the first five-years.

The table below represents the estimated operating and maintenance costs for approved projects. These impacts are taken into consideration in the city's ten-year expenditure forecast. Operating impacts are analyzed for funding on a project-by-project basis because, at times, these impacts can be absorbed within the department's current budget and, at other times, additional funding may be needed. These costs are taken into account when the city authorizes a project for capital funding. CIP projects that have been completed in prior years, which have operating impacts, are not shown here. Prior projects such as the Slover Library, the Southside Aquatics Center, and the new courthouse, for example, have annual operating and maintenance costs that have been added to the operating budget as these buildings have already come online.

Five Year Estimated CIP Project Operating and Maintenance Cost Impact

Project Title	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Implement Complete Streets Program	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Implement RPOS Master Plan	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200
Maintain USS Wisconsin BB-64	\$0	\$63,000	\$64,426	\$65,545	\$66,856
Improve Tennis Courts Citywide	\$0	\$50,000	\$50,000	\$50,000	\$50,000
Improve Street Lights	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Grand Total	\$53,200	\$166,200	\$167,626	\$168,745	\$170,056

*Operating and maintenance costs are addressed through the operating budget for completed projects or for any impending facilities coming online. Operation and maintenance costs are not shown for school construction, as these costs are shown as part of the School Board's separate budget.

CIP FUNDING SOURCES – GENERAL CAPITAL

FY 2019 – FY 2023 Funding Sources						
Sources	Adopted	-----Planned-----				Total
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	
Reappropriation of Previous Authorization	\$1,692,409	\$0	\$0	\$0	\$0	\$1,692,409
Transfer From General Fund	\$1,487,256	\$787,256	\$787,256	\$787,256	\$787,256	\$4,636,280
Transfer From Land Acquisition Fund	\$826,678	\$0	\$0	\$0	\$0	\$826,678
Other Cash Contribution	\$0	\$6,750,000	\$6,750,000	\$6,500,000	\$0	\$20,000,000
Bonds	\$37,644,395	\$36,477,444	\$31,392,144	\$30,477,144	\$25,977,144	\$161,968,271
Subtotal	\$41,650,738	\$44,014,700	\$38,929,400	\$37,764,400	\$26,764,400	\$189,123,638

CIP FUNDING SOURCES – NONGENERAL FUNDS

FY 2019 – FY 2023 Funding Sources						
Sources	Adopted FY 2019	-----Planned-----				Total
	FY 2020	FY 2021	FY 2022	FY 2023		
Other CIP						
Parking Bonds	\$7,000,000	\$0	\$0	\$0	\$0	\$7,000,000
Parking Fund Cash	\$2,900,000	\$2,900,000	\$2,900,000	\$2,900,000	\$2,900,000	\$14,500,000
Subtotal Parking Fund	\$9,900,000	\$2,900,000	\$2,900,000	\$2,900,000	\$2,900,000	\$21,500,000
Storm Water Bonds	\$8,600,000	\$8,600,000	\$8,600,000	\$15,600,000	\$15,600,000	\$57,000,000
Storm Water Cash	\$1,315,200	\$1,315,200	\$1,315,200	\$1,315,200	\$1,315,200	\$6,576,000
Subtotal Storm Water	\$9,915,200	\$9,915,200	\$9,915,200	\$16,915,200	\$16,915,200	\$63,576,000
Wastewater Bonds	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$100,000,000
Subtotal Wastewater	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$100,000,000
Waste Management Bonds	\$1,100,000	\$1,000,000	\$0	\$0	\$0	\$2,100,000
Subtotal Waste Management	\$1,100,000	\$1,000,000	\$0	\$0	\$0	\$2,100,000
Water Bonds	\$9,473,333	\$26,263,333	\$22,380,000	\$27,580,000	\$23,530,000	\$109,226,666
Water Fund Cash	\$20,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$40,000,000
Subtotal Water	\$29,473,333	\$31,263,333	\$27,380,000	\$32,580,000	\$28,530,000	\$149,226,666
Other CIP Total	\$70,388,533	\$65,078,533	\$60,195,200	\$72,395,200	\$68,345,200	\$336,402,666
Grand Total CIP	\$112,039,271	\$109,093,233	\$99,124,600	\$110,159,600	\$95,109,600	\$525,526,304

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CIP - Uses of Funds

FY 2019 - FY 2023 Capital Improvement Plan

Project Title	Fund Page		Adopted FY 2019f
Education			
Acquire School Buses	CP	453	1,000,000
Address School Major Maintenance	CP	454	6,000,000
Subtotal Education			7,000,000
Transportation			
Enhance Signals and Intersections	CP	455	200,000
Implement Complete Streets Initiative	CP	456	750,000
Improve Street Infrastructure Citywide	CP	457	5,000,000
Repair, Replace, and Maintain Bridges	CP	458	2,000,000
Subtotal Transportation			7,950,000
Economic Development			
Improve Downtown Corridor Streetscaping	CP	459	0
Subtotal Economic Development			0
Cultural Facilities			
Fund Chrysler Hall Major Upgrades	CP	461	6,000,000
Fund Chrysler Museum Capital Campaign Match	CP	462	850,000
Improve Cultural Facilities	CP	463	1,000,000
Improve Harbor Park	CP	464	500,000
Maintain USS Wisconsin BB-64	CP	465	500,000
Replace USS Wisconsin Basin Pedestrian Bridge	CP	466	825,000
Support Citywide Public Art	CP	467	250,000
Subtotal Cultural Facilities			9,925,000
Neighborhood Development			
Acquire Blighted Properties in Willoughby	CP	469	200,000
Acquire Property at 711 Church Street (LA)	CP	470	826,678
Improve Citywide Dredging and Waterways	CP	471	150,000
Improve Fairmount Park Infrastructure	CP	472	1,000,000

FY 2019 - FY 2023 Capital Improvement Plan

Project Title	Fund Page		Adopted FY 2019f
Improve Neighborhood Streets	CP	473	300,000
Improve Neighborhoods Citywide	CP	474	2,000,000
Improve Street Lights	CP	475	100,000
Provide Funds for Acquisition in Ward's Corner	CP	476	916,000
Revitalize St. Paul's Community	CP	477	0
Strengthen Neighborhoods through Affordable Housing Initiatives	CP	478	1,750,000
Support Elizabeth River Trail Capital Campaign	CP	479	250,000
Support Infrastructure Improvements in the NEON District	CP	480	500,000
Subtotal Neighborhood Development			7,992,678
Public Buildings			
Improve HVAC Systems Citywide	CP	481	200,000
Improve Parking Customer Experience	PF	482	7,000,000
Improve Roof Repair and Moisture Protection	CP	483	250,000
Maintain Fire Stations	CP	484	1,000,000
Maintain Municipal Facilities	CP	485	1,150,000
Maintain Parking Facilities	PF	486	2,900,000
Replace Building Automation Systems	CP	487	500,000
Replace In-Ground Vehicle Lifts	CP	488	609,660
Support Jail Improvements	CP	489	200,000
Upgrade Water Treatment Plants	WF	490	13,500,000
Subtotal Public Buildings			27,309,660
Parks & Recreation Facilities			
Implement RPOS Master Plan	CP	491	500,000
Improve Community and Neighborhood Parks	CP	492	250,000
Improve Existing Community Centers	CP	493	200,000
Improve Tennis Courts Citywide	CP	494	350,000
Subtotal Parks & Recreation Facilities			1,300,000
Environmental Sustainability			
Address Flooding in Spartan Village	SW	495	1,000,000
Address Street Flooding Citywide	SW	496	1,300,000
Control Beach Erosion	CP	497	914,400

FY 2019 - FY 2023 Capital Improvement Plan

Project Title	Fund Page		Adopted FY 2019f
Create Citywide Flooding Reserve	SW	498	1,315,200
Improve Storm Water Quality	SW	499	2,350,000
Improve Storm Water System	SW	500	600,000
Improve Storm Water Waterfront Facilities	SW	501	500,000
Improve Wastewater Collection System	SF	502	20,000,000
Improve Water Resources and Delivery System	WF	503	15,343,333
Raise the Downtown Floodwall	SW	504	0
Reduce Neighborhood Flooding	SW	505	2,850,000
Repair Waterfront Infrastructure	CP	506	500,000
Support Campostella Landfill Post Closure Requirements	WM	507	1,100,000
Subtotal Environmental Sustainability			47,772,933
General & Other			
Fund Preliminary Engineering	CP	509	1,159,000
Implement Meter Change-Out Program	WF	510	480,000
Improve Infrastructure and Acquire Property	CP	511	1,000,000
Upgrade Billing System	WF	512	150,000
Subtotal General & Other			2,789,000
Total Capital Improvement Plan			112,039,271

* Projects with zero funding in FY 2019 are included in the CIP - Uses of Funds because they have planned funding after FY 2019.

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CIP Five - Year Plan Summary

FY 2019 - FY 2023 Capital Improvement Plan									
Project Title	Fund Pg		Originally Planned	Adopted	Planned				Total
			FY 2019	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	
Education									
Acquire School Buses	CP	453	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Address School Major Maintenance	CP	454	2,000,000	6,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
Subtotal Education			2,000,000	7,000,000	4,000,000	4,000,000	4,000,000	4,000,000	23,000,000
Transportation									
Enhance Signals and Intersections	CP	455	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Implement Complete Streets Initiative	CP	456	-	750,000	750,000	750,000	750,000	750,000	3,750,000
Improve Street Infrastructure Citywide	CP	457	-	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
Repair, Replace, and Maintain Bridges	CP	458	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Subtotal Transportation			1,200,000	7,950,000	7,950,000	7,950,000	7,950,000	7,950,000	39,750,000
Economic Development									
Improve Downtown Corridor Streetscaping	CP	459	100,000	-	100,000	100,000	100,000	100,000	400,000
Subtotal Economic Development			100,000	-	100,000	100,000	100,000	100,000	400,000
Cultural Facilities									
Fund Chrysler Hall Major Upgrades	CP	461	-	6,000,000	11,500,000	11,500,000	11,000,000	-	40,000,000
Fund Chrysler Museum Capital Campaign Match	CP	462	850,000	850,000	850,000	-	-	-	1,700,000
Improve Cultural Facilities	CP	463	250,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Improve Harbor Park	CP	464	500,000	500,000	500,000	165,000	-	-	1,165,000
Maintain USS Wisconsin BB-64	CP	465	500,000	500,000	750,000	500,000	500,000	500,000	2,750,000
Replace USS Wisconsin Basin Pedestrian Bridge	CP	466	-	825,000	-	-	-	-	825,000
Support Citywide Public Art	CP	467	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Subtotal Cultural Facilities			2,350,000	9,925,000	14,850,000	13,415,000	12,750,000	1,750,000	52,690,000

FY 2019 - FY 2023 Capital Improvement Plan									
Project Title	Fund Pg		Originally Planned	Adopted FY 2019	Planned				Total
			FY 2019		FY 2020	FY 2021	FY 2022	FY 2023	
Neighborhood Development									
Acquire Blighted Properties in Willoughby	CP	469	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Acquire Property at 711 Church Street (LA)	CP	470	-	826,678	-	-	-	-	826,678
Improve Citywide Dredging and Waterways	CP	471	150,000	150,000	150,000	150,000	150,000	150,000	750,000
Improve Fairmount Park Infrastructure	CP	472	1,000,000	1,000,000	750,000	-	-	-	1,750,000
Improve Neighborhood Streets	CP	473	300,000	300,000	550,000	550,000	550,000	550,000	2,500,000
Improve Neighborhoods Citywide	CP	474	2,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Improve Street Lights	CP	475	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Provide Funds for Acquisition in Ward's Corner	CP	476	-	916,000	1,641,300	-	-	-	2,557,300
Revitalize St. Paul's Community	CP	477	3,000,000	-	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000
Strengthen Neighborhoods through Affordable Housing Initiatives	CP	478	2,000,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	8,750,000
Support Elizabeth River Trail Capital Campaign	CP	479	250,000	250,000	-	250,000	-	-	500,000
Support Infrastructure Improvements in the NEON District	CP	480	-	500,000	-	-	-	-	500,000
Subtotal Neighborhood Development			9,500,000	7,992,678	10,141,300	8,000,000	7,750,000	7,750,000	41,633,978

FY 2019 - FY 2023 Capital Improvement Plan

Project Title	Fund Pg		Originally Planned	Adopted	Planned				Total
			FY 2019	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	
Public Buildings									
Improve HVAC Systems Citywide	CP	481	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Improve Parking Customer Experience	PF	482	7,000,000	7,000,000	-	-	-	-	7,000,000
Improve Roof Repair and Moisture Protection	CP	483	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Maintain Fire Stations	CP	484	1,000,000	1,000,000	1,000,000	500,000	250,000	250,000	3,000,000
Maintain Municipal Facilities	CP	485	1,000,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	5,750,000
Maintain Parking Facilities	PF	486	2,900,000	2,900,000	2,900,000	2,900,000	2,900,000	2,900,000	14,500,000
Replace Building Automation Systems	CP	487	-	500,000	-	-	-	-	500,000
Replace In-Ground Vehicle Lifts	CP	488	270,000	609,660	-	-	-	-	609,660
Support Jail Improvements	CP	489	-	200,000	200,000	200,000	200,000	200,000	1,000,000
Upgrade Water Treatment Plants	WF	490	-	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000	67,500,000
Subtotal Public Buildings			12,620,000	27,309,660	19,200,000	18,700,000	18,450,000	18,450,000	102,109,660
Parks & Recreation Facilities									
Implement RPOS Master Plan	CP	491	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Improve Community and Neighborhood Parks	CP	492	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Improve Existing Community Centers	CP	493	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Improve Tennis Courts Citywide	CP	494	-	350,000	400,000	-	-	-	750,000
Subtotal Parks & Recreation Facilities			950,000	1,300,000	1,350,000	950,000	950,000	950,000	5,500,000

FY 2019 - FY 2023 Capital Improvement Plan									
Project Title	Fund Pg		Originally Planned	Adopted FY 2019	Planned				Total
			FY 2019		FY 2020	FY 2021	FY 2022	FY 2023	
Environmental Sustainability									
Address Flooding in Spartan Village	SW	495	-	1,000,000	-	-	-	-	1,000,000
Address Street Flooding Citywide	SW	496	-	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Control Beach Erosion	CP	497	1,214,400	914,400	1,214,400	1,214,400	1,214,400	1,214,400	5,772,000
Create Citywide Flooding Reserve	SW	498	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000
Improve Storm Water Quality	SW	499	2,350,000	2,350,000	2,350,000	2,350,000	2,350,000	2,350,000	11,750,000
Improve Storm Water System	SW	500	600,000	600,000	600,000	600,000	600,000	600,000	3,000,000
Improve Storm Water Waterfront Facilities	SW	501	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Improve Wastewater Collection System	SF	502	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
Improve Water Resources and Delivery System	WF	503	-	15,343,333	17,233,333	13,350,000	18,600,000	12,550,000	77,076,666
Raise the Downtown Floodwall	SW	504	-	-	1,000,000	1,000,000	8,000,000	8,000,000	18,000,000
Reduce Neighborhood Flooding	SW	505	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	14,250,000
Repair Waterfront Infrastructure	CP	506	-	500,000	-	-	-	-	500,000
Support Campostella Landfill Post Closure Requirements	WM	507	-	1,100,000	1,000,000	-	-	-	2,100,000
Subtotal Environmental Sustainability			28,829,600	47,772,933	49,362,933	44,479,600	56,729,600	50,679,600	249,024,666
General & Other									
Fund Preliminary Engineering	CP	509	1,159,000	1,159,000	609,000	-	-	-	1,768,000
Implement Meter Change-Out Program	WF	510	200,000	480,000	530,000	530,000	480,000	480,000	2,500,000
Improve Infrastructure and Acquire Property	CP	511	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

FY 2019 - FY 2023 Capital Improvement Plan								
Project Title	Fund Pg	Originally Planned		Planned				
		FY 2019	Adopted FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Upgrade Billing System	WF 512	-	150,000	-	-	-	2,000,000	2,150,000
Subtotal General & Other		2,359,000	2,789,000	2,139,000	1,530,000	1,480,000	3,480,000	11,418,000
Total Capital Improvement Plan		59,908,600	112,039,271	109,093,233	99,124,600	110,159,600	95,109,600	525,526,304

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Education



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Acquire School Buses

Department	Project Description
Executive	Provide funds to acquire school buses for Norfolk Public Schools. In FY 2013, the City of Norfolk began providing \$1 million a year to purchase school buses. In FY 2019, it is anticipated that this funding will support the purchase of 12 school buses.
Fund	
General Capital	
Account #	
4000 02 4248	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Prior Capital Funding	0
FY 2019 Adopted	1,000,000
Capital Share Remaining	4,000,000
Project Total	5,000,000



Address School Major Maintenance

Department	Project Description
Executive	Provide support for major maintenance and repair to school facilities. Expenditures in this category help preserve the life of buildings, perform major preventative maintenance, and undertake significant repairs. Each year, prior to the distribution of funds, Norfolk Public Schools shall provide a list of planned projects, as well as the results of the prior year's efforts.
Fund	
General Capital	
Account #	
4000 02 3193	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	6,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
FY 2018 Adopted	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	N/A	10,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	6,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
Total	N/A	6,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000

Prior Capital Funding	33,550,000
FY 2019 Adopted	6,000,000
Capital Share Remaining	12,000,000
Project Total	51,550,000



Transportation



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Enhance Signals and Intersections

Department	Project Description
Public Works	Provide funds for the upgrade of the traffic signal system and improvements to intersections that experience traffic congestion and safety issues. Planned improvements include new signalized intersections, school flashing signals, pedestrian crossing improvements, roadway capacity and neighborhood access improvements, and conversion to light emitting diode (LED) lights.
Fund	
General Capital	
Account #	
4000 10 3041	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2018 Adopted	200,000	200,000	200,000	200,000	200,000	N/A	1,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	50,000	50,000	50,000	50,000	50,000	250,000
Construction/FFE	N/A	150,000	150,000	150,000	150,000	150,000	750,000
Total	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000

Prior Capital Funding	8,769,000
FY 2019 Adopted	200,000
Capital Share Remaining	800,000
Project Total	9,769,000



Implement Complete Streets Initiative

Department	Project Description
Public Works	Provide funds to develop citywide transportation connectivity initiatives. The Complete Streets Initiative promotes safe access for all pedestrians, bicyclists, motorists, and transit users of all ages and abilities. This project may include the construction of new bike and pedestrian trails, sidewalk and curb improvements, bike lane striping, and other improvements that support the Complete Streets Initiative.
Fund	
General Capital	
Account #	
4000 10 4194	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	750,000	750,000	750,000	750,000	750,000	3,750,000
FY 2018 Adopted	0	0	0	750,000	750,000	N/A	1,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
Construction/FFE	N/A	550,000	550,000	550,000	550,000	550,000	2,750,000
Total	N/A	750,000	750,000	750,000	750,000	750,000	3,750,000

Prior Capital Funding	2,000,000
FY 2019 Adopted	750,000
Capital Share Remaining	3,000,000
Project Total	5,750,000



Improve Street Infrastructure Citywide

Department	Project Description
Public Works	Provide funds for street infrastructure repairs citywide. Funds may be used in conjunction with VDOT matching funds for improvement to asphalt and concrete streets. Improvements may include streetscape improvements to occur in conjunction with utility repairs, asphalt resurfacing in accordance with the Pavement Management Plan, and repair and replacement of concrete streets in accordance with the Pavement Management Plan.
Fund	
General Capital	
Account #	
4000 10 4252	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
Construction/FFE	N/A	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	22,500,000
Total	N/A	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000

Prior Capital Funding	0
FY 2019 Adopted	5,000,000
Capital Share Remaining	20,000,000
Project Total	25,000,000



Repair, Replace, and Maintain Bridges

Department	Project Description
Public Works	Provide funds for the replacement, repair, upgrade, or demolition of key bridge structures that are in significant stages of deterioration. FY 2019 funding may be used for the design of the Tidewater Drive underpass, the construction of the Hampton Boulevard Bridge Rehabilitation, and the citywide Bridge Preservation Program for general repairs. Bridge rating assessments are used to prioritize which bridges need to be repaired or replaced. This project was combined with the project titled "Repair and Maintain Bridges - Minor" that was previously planned for funding in FY 2019 through FY 2022.
Fund	
General Capital	
Account #	
4000 10 3020	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/> Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
FY 2018 Adopted	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	5,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
Construction/FFE	N/A	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Total	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000

Prior Capital Funding	13,451,208
FY 2019 Adopted	2,000,000
Capital Share Remaining	8,000,000
Project Total	23,451,208



Economic Development



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Improve Downtown Corridor Streetscaping

Department	Project Description
Public Works	Provide funds for streetscaping and corridor improvements in the Central Business District. The scope of the project includes the installation of curbing, brick sidewalks, and paths downtown to encourage a pedestrian friendly environment. Funds are not allocated in FY 2019 to allow prior year allocations to be fully spent before resuming funding in FY 2020.
Fund	
General Capital	
Account #	
4000 10 3113	
Property Address:	
Downtown	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	0	100,000	100,000	100,000	100,000	400,000
FY 2018 Adopted	100,000	100,000	100,000	100,000	100,000	N/A	500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	10,000	10,000	10,000	10,000	40,000
Construction/FFE	N/A	0	90,000	90,000	90,000	90,000	360,000
Total	N/A	0	100,000	100,000	100,000	100,000	400,000

Prior Capital Funding	5,362,601
FY 2019 Adopted	0
Capital Share Remaining	400,000
Project Total	5,762,601



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Cultural Facilities



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Fund Chrysler Hall Major Upgrades

Department

Cultural Fac., Arts & Ent.

Fund

General Capital

Account

4000 16 4242

Property Address:

Chrysler Hall

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds for renovation of Chrysler Hall. Chrysler Hall celebrated 46 years as Hampton Roads premier Broadway theatre and symphony hall in April 2018. Improvements will create additional seating capacity, restrooms, concessions, and merchandise locations as well as aesthetic renovations to the interior and exterior of the venue.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	6,000,000	11,500,000	11,500,000	11,000,000	0	40,000,000
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	5,200,000	0	0	0	5,200,000
Construction/FFE	N/A	0	8,300,000	13,500,000	13,000,000	0	34,800,000
Total	N/A	0	13,500,000	13,500,000	13,000,000	0	40,000,000

Prior Capital Funding	0
FY 2019 Adopted	6,000,000
Capital Share Remaining	34,000,000
Project Total	40,000,000



Fund Chrysler Museum Capital Campaign Match

Department

Chrysler Museum

Fund

General Capital

Account

4000 18 3073

Property Address:

245 W. Olney Road

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide match funds to supplement funds raised by the Chrysler Museum for capital improvements that expanded and renovated the building. The city's total contribution commitment is \$10.0 million. Including FY 2019, the city has contributed \$9.15 million towards the campaign.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	850,000	850,000	0	0	0	1,700,000
FY 2018 Adopted	850,000	850,000	850,000	0	0	N/A	2,550,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	850,000	850,000	0	0	0	1,700,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	850,000	850,000	0	0	0	1,700,000

Prior Capital Funding	7,560,000
FY 2019 Adopted	850,000
Capital Share Remaining	850,000
Project Total	9,260,000



Improve Cultural Facilities

Department

Cultural Fac., Arts & Ent.

Fund

General Capital

Account

4000 16 4098

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds for general improvements and renovation to cultural facilities. Improvements will enhance the cultural experience of visitors and residents. This project has been combined with the "Continue Scope Arena Improvements" project that was previously planned for funding in FY 2019 - FY 2022.

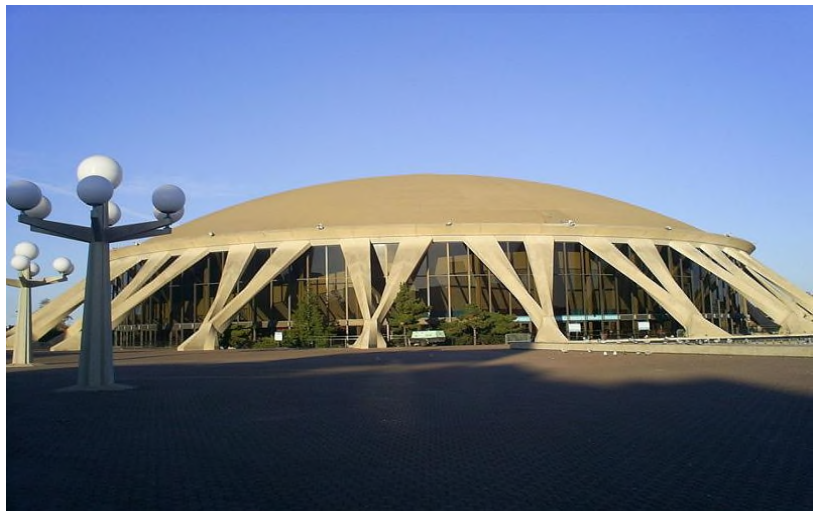
Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FY 2018 Adopted	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	75,000	75,000	75,000	75,000	75,000	375,000
Construction/FFE	N/A	925,000	925,000	925,000	925,000	925,000	4,625,000
Total	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Prior Capital Funding	3,748,000
FY 2019 Adopted	1,000,000
Capital Share Remaining	4,000,000
Project Total	8,748,000



Improve Harbor Park

Department

Cultural Fac., Arts & Ent.

Fund

General Capital

Account

4000 16 4206

Property Address:

150 Park Avenue

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds for ongoing upgrades and maintenance at Harbor Park to enhance the facility and improve visitor experience. The park was built in 1993 and features 9,000 lower deck seats, 2,800 upper deck seats, and 400 seats in 24 luxury skyboxes leased to area businesses. The city's agreement with the Norfolk Tides requires the city to spend \$3,000,000 in major capital improvements for fan amenities to Harbor Park by 2023.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	500,000	500,000	165,000	0	0	1,165,000
FY 2018 Adopted	835,000	500,000	500,000	165,000	0	N/A	2,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	50,000	50,000	50,000	0	0	150,000
Construction/FFE	N/A	450,000	450,000	115,000	0	0	1,015,000
Total	N/A	500,000	500,000	165,000	0	0	1,165,000

Prior Capital Funding	1,835,000
FY 2019 Adopted	500,000
Capital Share Remaining	665,000
Project Total	3,000,000



Maintain USS Wisconsin BB-64

Department	Project Description
Maritime Center	Provide funds for the improvements, maintenance, and long-term upkeep of the USS Wisconsin. Funding may include improvements to interior spaces, maintenance, and repair of the battleship; cleaning, repair, and painting of the hull; accessibility improvements for doors and egress; anti-corrosion applications above water; equipment and systems improvements; and required environmental testing. In FY2020, an additional \$250,000 is required for ultrasonic testing of the ship's hull thickness.
Fund	
General Capital	
Account #	
4000 37 4178	
Property Address:	
1 Waterside Drive	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	500,000	750,000	500,000	500,000	500,000	2,750,000
FY 2018 Adopted	500,000	500,000	750,000	500,000	500,000	N/A	2,750,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	500,000	750,000	500,000	500,000	500,000	2,750,000
Total	N/A	500,000	750,000	500,000	500,000	500,000	2,750,000

Prior Capital Funding	3,250,000
FY 2019 Adopted	500,000
Capital Share Remaining	2,250,000
Project Total	6,000,000



Replace USS Wisconsin Basin Pedestrian Bridge

Department	Project Description
Public Works	Replace deck and superstructure of the USS Wisconsin Basin pedestrian bridge to ensure continued pedestrian safety. The existing condition of the deck and superstructure requires frequent maintenance and repair.
Fund	
General Capital	
Account #	
4000 10 4238	
Property Address:	
Downtown	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

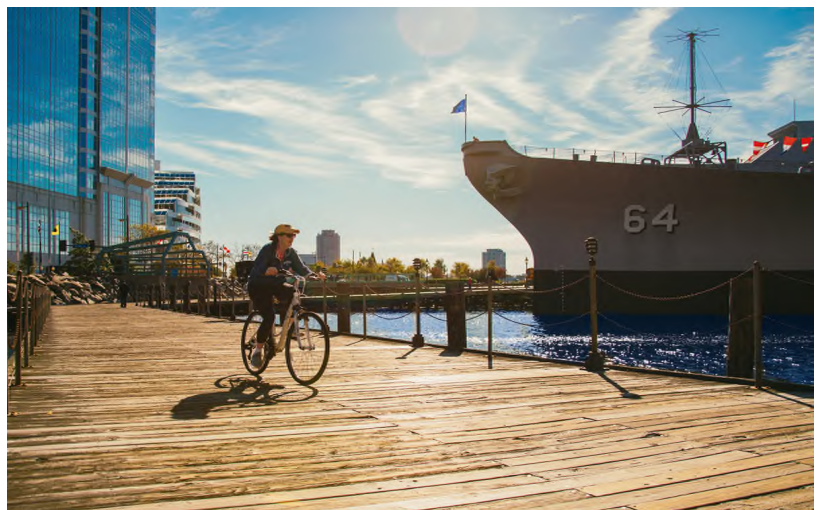
Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	825,000	0	0	0	0	825,000
FY 2018 Adopted	0	0	825,000	0	0	N/A	825,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	825,000	0	0	0	0	825,000
Total	N/A	825,000	0	0	0	0	825,000

Prior Capital Funding	0
FY 2019 Adopted	825,000
Capital Share Remaining	0
Project Total	825,000



Support Citywide Public Art

Department

Cultural Fac., Arts & Ent.

Fund

General Capital

Account

4000 16 4166

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to continue the citywide Public Art Program established by City Council in FY 2006. The Public Art Program strives to provide enduring, impactful artwork in Norfolk reflecting the city's cultural identities, that also challenges, delights, educates, beautifies, and gives character to our public spaces.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
FY 2018 Adopted	0	250,000	250,000	250,000	250,000	N/A	1,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
Total	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000

Prior Capital Funding	1,000,000
FY 2019 Adopted	250,000
Capital Share Remaining	1,000,000
Project Total	2,250,000



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Neighborhood Development



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Acquire Blighted Properties in Willoughby

Department	Project Description
Executive	Provide funds for the improvement of Willoughby housing. Activities may include the acquisition of blighted properties, renovations, and improvements that help to revitalize the Willoughby neighborhood.
Fund	
General Capital	
Account #	
4000 02 4232	
Property Address:	
Willoughby Neighborhood	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2018 Adopted	200,000	200,000	200,000	200,000	200,000	N/A	1,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
Total	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000

Prior Capital Funding	200,000
FY 2019 Adopted	200,000
Capital Share Remaining	800,000
Project Total	1,200,000



Acquire Property at 711 Church Street (LA)

Department NRHA Fund General Capital Account # 4000 18 4249 Property Address: 711 Church Street Customers Served Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input type="checkbox"/> Educational Community <input type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	Project Description Provide funds to acquire and demolish property located at 711 Church Street. This project is supported by funds from the Strategic Land Acquisition/ Revolving Fund.
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Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	826,678	0	0	0	0	826,678
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	826,678	0	0	0	0	826,678
Total	N/A	826,678	0	0	0	0	826,678

Prior Capital Funding	0
FY 2019 Adopted	826,678
Capital Share Remaining	0
Project Total	826,678



Improve Citywide Dredging and Waterways

Department	Project Description
Public Works	Provide funds for the dredging and improvement of waterways and adjacent shorelines. FY 2019 funding includes support for design and maintenance dredging of existing channels.
Fund	
General Capital	
Account #	
4000 10 3080	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	150,000	150,000	150,000	150,000	150,000	750,000
FY 2018 Adopted	150,000	150,000	150,000	150,000	150,000	N/A	750,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	50,000	50,000	50,000	50,000	50,000	250,000
Construction/FFE	N/A	100,000	100,000	100,000	150,000	100,000	550,000
Total	N/A	150,000	150,000	150,000	200,000	150,000	800,000

Prior Capital Funding	5,110,000
FY 2019 Adopted	150,000
Capital Share Remaining	600,000
Project Total	5,860,000



Improve Fairmount Park Infrastructure

Department	Project Description
Public Works	Provide funds to continue the installation of storm drainage pipes, construction of curbs and gutters, and repair or construction of sidewalks that are in poor condition. This project is timed with utility repairs that are currently underway.
Fund	
General Capital	
Account #	
4000 10 3129	
Property Address:	
Fairmount Park Neighborhood	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	1,000,000	750,000	0	0	0	1,750,000
FY 2018 Adopted	1,000,000	1,000,000	0	0	0	N/A	2,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	100,000	0	0	0	0	100,000
Construction/FFE	N/A	900,000	750,000	0	0	0	1,650,000
Total	N/A	1,000,000	750,000	0	0	0	1,750,000

Prior Capital Funding	14,577,500
FY 2019 Adopted	1,000,000
Capital Share Remaining	750,000
Project Total	16,327,500



Improve Neighborhood Streets

Department	Project Description
Public Works	Provide funds for the installation of new curbs, gutters, sidewalks, resurfacing, and drainage improvements in various neighborhood locations in accordance with prioritized needs and the city's Complete Streets Initiative. The Complete Streets Initiative promotes safe access for pedestrians, bicyclists, motorists, and transit users of all ages and abilities. This request has been combined with the project titled "Repair Neighborhood Streets/ Sidewalks/ Walkways," that was previously planned for funding in FY 2019 through FY 2022.
Fund	
General Capital	
Account #	
4000 10 3031	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input checked="" type="checkbox"/> Educational Community <input type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	300,000	550,000	550,000	550,000	550,000	2,500,000
FY 2018 Adopted	300,000	300,000	300,000	300,000	300,000	N/A	1,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	300,000	550,000	550,000	550,000	550,000	2,500,000
Total	N/A	300,000	550,000	550,000	550,000	550,000	2,500,000

Prior Capital Funding	9,771,000
FY 2019 Adopted	300,000
Capital Share Remaining	2,200,000
Project Total	12,271,000



Improve Neighborhoods Citywide

Department	Project Description
Executive	Provide funds for the improvement of neighborhoods throughout the city. The project will support emerging districts as the Arts District, Park Place/35th Street, Five Points, Church Street, and Ocean View, including Bay Oaks Park. Activities may include the acquisition of blighted properties, renovations, and improvements that help to revitalize neighborhoods.
Fund	
General Capital	
Account #	
4000 02 4223	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
FY 2018 Adopted	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	N/A	12,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
Construction/FFE	N/A	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
Total	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000

Prior Capital Funding	5,000,000
FY 2019 Adopted	2,000,000
Capital Share Remaining	8,000,000
Project Total	15,000,000



Improve Street Lights

Department

Public Works

Fund

General Capital

Account

4000 10 3024

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds to repair, expand, and improve the city's roadway lighting infrastructure and maintain public safety through efficient maintenance and improvement.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	100,000	100,000	100,000	100,000	100,000	500,000
FY 2018 Adopted	100,000	100,000	100,000	100,000	100,000	N/A	500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Total	N/A	100,000	100,000	100,000	100,000	100,000	500,000

Prior Capital Funding	2,563,500
FY 2019 Adopted	100,000
Capital Share Remaining	400,000
Project Total	3,063,500



Provide Funds for Acquisition in Wards Corner

Department	Project Description
NRHA	Provide funds to finalize acquisition and demolition activities in the Texas Streets area of Wards Corner. The acquisition and demolition support the Comprehensive Wards Corner Neighborhood Plan. The goal of the plan is to acquire blighted properties to strengthen the surrounding neighborhood. These funds will be used to acquire five multi-family rental properties totaling 72 units in the vicinity of Fort Worth Avenue. To date, the city has spent \$6.8 million acquiring over 200 apartment units.
Fund	
General Capital	
Account #	
4000 18 4237	
Property Address:	
Ward's Corner Neighborhood	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	916,000	1,641,300	0	0	0	2,557,300
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	916,000	1,641,300	0	0	0	2,557,300
Total	N/A	916,000	1,641,300	0	0	0	2,557,300

Prior Capital Funding	0
FY 2019 Adopted	916,000
Capital Share Remaining	1,641,300
Project Total	2,557,300



Revitalize St. Paul's Community

Department	Project Description
Executive	Provide funds for the redevelopment of the St. Paul's Community. The site will become a mixed-use, mixed-income development in order to deconcentrate poverty and enact place-based initiatives. Funds appropriated in FY 2018 are unspent and will be used during FY 2019.
Fund	
General Capital	
Account #	
4000 02 4234	
Property Address:	
St. Paul's Community	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	0	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000
FY 2018 Adopted	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	N/A	14,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	300,000	300,000	300,000	300,000	1,200,000
Construction/FFE	N/A	0	2,700,000	2,700,000	2,700,000	2,700,000	10,800,000
Total	N/A	0	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000

Prior Capital Funding	2,000,000
FY 2019 Adopted	0
Capital Share Remaining	12,000,000
Project Total	14,000,000



Strengthen Neighborhoods through Affordable Housing Initiatives

Department	Project Description
Executive	Provide funds to invest in affordable housing strategies that strengthen neighborhoods. The project will focus on initiatives related to homeownership, rental revitalization, and other strategies. The project will focus on residents in the Ingleside and Monticello Village/ Oakdale Farms neighborhoods. Funding for this project will be partially supported through the Housing Trust Fund in FY 2019. This project supports recommendations of the Poverty Commission.
Fund	
General Capital	
Account #	
4000 02 4233	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	8,750,000
FY 2018 Adopted	700,000	2,000,000	2,000,000	2,000,000	2,000,000	N/A	8,700,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
Construction/FFE	N/A	1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	7,750,000
Total	N/A	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	8,750,000

Prior Capital Funding	700,000
FY 2019 Adopted	1,750,000
Capital Share Remaining	7,000,000
Project Total	9,450,000



Support Elizabeth River Trail Capital Campaign

Department	Project Description
Public Works	Provide capital campaign matching funds for the Elizabeth River Trail project. The Friends of the Elizabeth River Foundation have taken the lead in fundraising \$3.5 million (phase I) in order to add kayak launches, improved wayfinding, educational signage, infrastructure, bike racks, maintenance stations, fitness equipment, public art, solar lighting, charging stations, and other improvements.
Fund	
General Capital	
Account #	
4000 10 4243	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

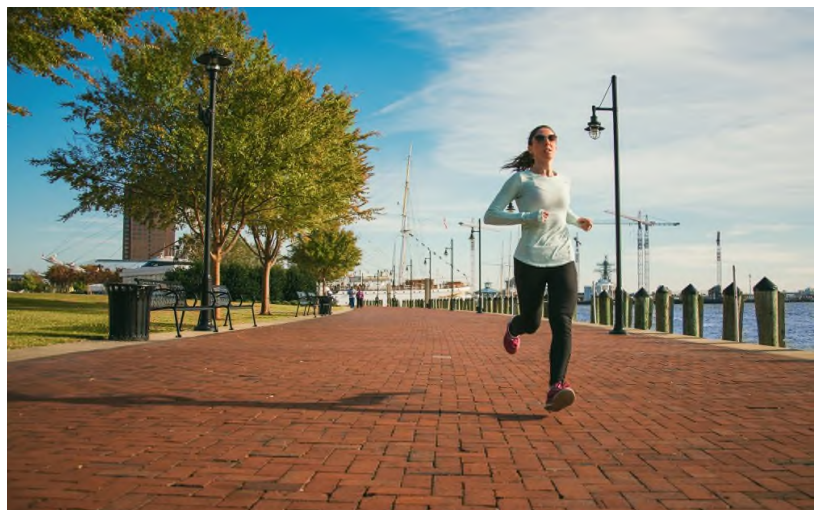
Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	250,000	0	250,000	0	0	500,000
FY 2018 Adopted	0	250,000	0	250,000	0	N/A	500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	250,000	0	250,000	0	0	500,000
Total	N/A	250,000	0	250,000	0	0	500,000

Prior Capital Funding	0
FY 2019 Adopted	250,000
Capital Share Remaining	250,000
Project Total	500,000



Support Infrastructure Improvements in the NEON District

Department	Project Description
Executive	Provide funds for infrastructure improvements in the NEON district that will support a new combined arts building for Tidewater Community College (TCC). The combined arts building will support TCC's culinary, hospitality and visual arts programs.
Fund	
General Capital	
Account #	
4000 02 4246	
Property Address:	
NEON District	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	500,000	0	0	0	0	500,000
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	50,000	0	0	0	0	50,000
Construction/FFE	N/A	450,000	0	0	0	0	450,000
Total	N/A	500,000	0	0	0	0	500,000

Prior Capital Funding	0
FY 2019 Adopted	500,000
Capital Share Remaining	0
Project Total	500,000



Public Buildings



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Improve HVAC Systems Citywide

Department

General Services

Fund

General Capital

Account

4000 44 3196

Property Address:

Citywide

Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds for the repair or replacement of outdated or inefficient heating, ventilation, and air conditioning (HVAC) systems in various city facilities.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2018 Adopted	200,000	200,000	200,000	200,000	200,000	N/A	1,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	10,000	10,000	10,000	10,000	10,000	50,000
Construction/FFE	N/A	190,000	190,000	190,000	190,000	190,000	950,000
Total	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000

Prior Capital Funding	5,125,000
FY 2019 Adopted	200,000
Capital Share Remaining	800,000
Project Total	6,125,000



Improve Parking Customer Experience

Department	Project Description
Parking Facilities	Provide funds to replace the hardware and software for the Parking Access and Revenue Control Systems (PARCS). PARCS is a real time computerized parking system that automates parking fee collections at garages citywide. This system provides the technological infrastructure that is required to allow future enhancements to the customer experience.
Fund	
Parking Facilities	
Account #	
5100 38 4239	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	7,000,000	0	0	0	0	7,000,000
FY 2018 Adopted	0	7,000,000	0	0	0	N/A	7,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	1,000,000	0	0	0	0	1,000,000
Construction/FFE	N/A	8,000,000	0	0	0	0	8,000,000
Total	N/A	9,000,000	0	0	0	0	9,000,000

Prior Capital Funding	0
FY 2019 Adopted	7,000,000
Capital Share Remaining	0
Project Total	7,000,000



Improve Roof Repair and Moisture Protection

Department

General Services

Fund

General Capital

Account

4000 44 3025

Property Address:

Citywide

Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds for moisture protection, continued inspection, repair, and replacement of roofs on city-owned buildings. These funds also support citywide emergencies, inspections, and design costs.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
FY 2018 Adopted	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	25,000	25,000	25,000	25,000	25,000	125,000
Construction/FFE	N/A	225,000	225,000	225,000	225,000	225,000	1,125,000
Total	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000

Prior Capital Funding	12,083,300
FY 2019 Adopted	250,000
Capital Share Remaining	1,000,000
Project Total	13,333,300



Maintain Fire Stations

Department	Project Description
General Services	Provide funds to maintain fire station dormitories, aprons, and air filtration systems. Improvements may include privacy partitioning, bunk room modifications, bathroom renovations, driveway repairs (aprons), and replacement of diesel exhaust filtration systems.
Fund	
General Capital	
Account #	
4000 44 4224	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	1,000,000	1,000,000	500,000	250,000	250,000	3,000,000
FY 2018 Adopted	1,000,000	1,000,000	1,000,000	500,000	250,000	N/A	3,750,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	200,000	100,000	50,000	50,000	50,000	450,000
Construction/FFE	N/A	800,000	900,000	450,000	200,000	200,000	2,550,000
Total	N/A	1,000,000	1,000,000	500,000	250,000	250,000	3,000,000

Prior Capital Funding	2,000,000
FY 2019 Adopted	1,000,000
Capital Share Remaining	2,000,000
Project Total	5,000,000



Maintain Municipal Facilities

Department	Project Description
General Services	Provide funds to renovate and improve civic buildings, office space, and other city-owned facilities. This project has been combined with the "Fund ADA Master Plan for City Facilities," project that was previously planned for funding in FY 2019 through FY 2022.
Fund	
General Capital	
Account #	
4000 44 3006	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	5,750,000
FY 2018 Adopted	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	5,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	200,000	100,000	300,000	100,000	100,000	800,000
Construction/FFE	N/A	950,000	1,050,000	850,000	1,050,000	1,050,000	4,950,000
Total	N/A	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	5,750,000

Prior Capital Funding	17,218,246
FY 2019 Adopted	1,150,000
Capital Share Remaining	4,600,000
Project Total	22,968,246



Maintain Parking Facilities

Department

Parking Facilities

Fund

Parking Facilities

Account

5100 38 4180

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds for the long-term maintenance of city parking facilities. Long-term improvement projects may include structural, ventilation, and lighting improvements for city parking facilities.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	2,900,000	2,900,000	2,900,000	2,900,000	2,900,000	14,500,000
FY 2018 Adopted	2,900,000	2,900,000	2,900,000	2,900,000	2,900,000	N/A	14,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	300,000	300,000	300,000	300,000	300,000	1,500,000
Construction/FFE	N/A	1,600,000	1,600,000	2,600,000	2,600,000	2,600,000	11,000,000
Total	N/A	1,900,000	1,900,000	2,900,000	2,900,000	2,900,000	12,500,000

Prior Capital Funding	15,500,000
FY 2019 Adopted	2,900,000
Capital Share Remaining	11,600,000
Project Total	30,000,000



Replace Building Automation Systems

Department

General Services

Fund

General Capital

Account

4000 44 4251

Property Address:

Citywide

Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to centralize and upgrade the city's building automation systems. The centralization will allow city buildings to operate on the same systems creating operational efficiencies. Building automation systems include fire alarm systems, ventilation, and lighting.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	500,000	0	0	0	0	500,000
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	200,000	0	0	0	0	200,000
Construction/FFE	N/A	300,000	0	0	0	0	300,000
Total	N/A	500,000	0	0	0	0	500,000

Prior Capital Funding	0
FY 2019 Adopted	500,000
Capital Share Remaining	0
Project Total	500,000



Replace In-Ground Vehicle Lifts

Department	Project Description
Internal Service Fund - Auto Maintenance	Replace heavy duty in-ground lifts in the truck shop at Fleet Maintenance. An independent inspection by a certified lift inspector has determined that the current lifts do not meet industry safety and efficiency standards and are not certified by the American Lift Institute.
Fund	
General Capital	
Account #	
4000 93 4230	
Property Address:	
118 Lance Road	
Customers Served	
Residents <input type="checkbox"/> Business <input type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

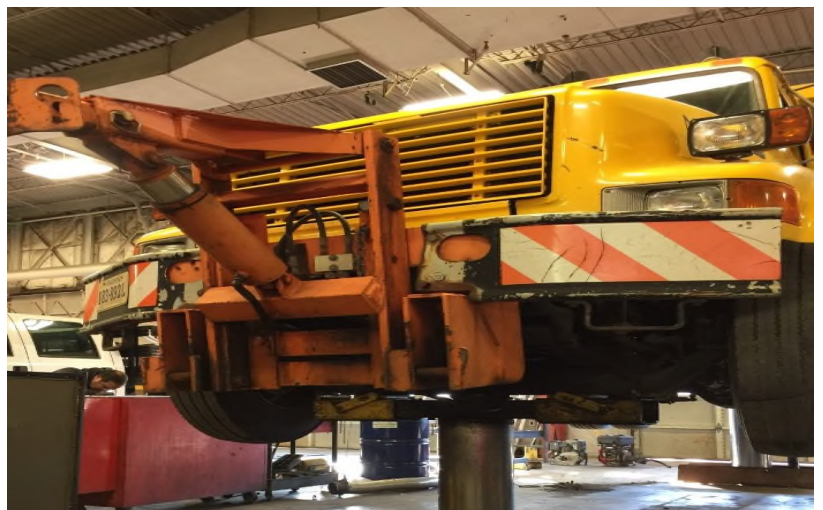
Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	609,660	0	0	0	0	609,660
FY 2018 Adopted	380,000	270,000	270,000	0	0	N/A	920,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	609,660	0	0	0	0	609,660
Total	N/A	609,660	0	0	0	0	609,660

Prior Capital Funding	380,000
FY 2019 Adopted	609,660
Capital Share Remaining	0
Project Total	989,660



Support Jail Improvements

Department

General Services

Fund

General Capital

Account

4000 44 4228

Property Address:

811 E. City Hall Ave

Customers Served

Residents ☒ Business ☐ City Services ☒

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds for general jail improvement projects to include annual HVAC system enhancements. There are currently 12 HVAC systems in the North and South wings of the jail in need of replacement.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2018 Adopted	1,650,000	0	0	0	0	N/A	1,650,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	50,000	50,000	50,000	50,000	50,000	250,000
Construction/FFE	N/A	150,000	150,000	150,000	150,000	150,000	750,000
Total	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000

Prior Capital Funding	7,050,000
FY 2019 Adopted	200,000
Capital Share Remaining	800,000
Project Total	8,050,000



Upgrade Water Treatment Plants

Department	Project Description
Water Utility	Provide funds for necessary modifications to the 37th Street Water Treatment Plant and the Moores Bridges Water Treatment Plant. These projects may include storage tanks, chemical feeders, solids removal systems, clarification basins, and finished water storage. This project combines two previously funded projects: Design and Construct 37th Street Plant and Upgrade Moores Bridges Water Treatment Plant.
Fund	
Water Utility	
Account #	
5300 33 4240	
Property Address:	
6040 Water Works Road and 37th Street	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000	67,500,000
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Construction/FFE	N/A	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	55,000,000
Total	N/A	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000	67,500,000

Prior Capital Funding	0
FY 2019 Adopted	13,500,000
Capital Share Remaining	54,000,000
Project Total	67,500,000



Parks & Recreation Facilities



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Implement RPOS Master Plan

Department	Project Description
Recreation/Parks and Open Space	Implement the Recreation, Parks and Open Space (RPOS) Master Plan. This plan serves as a guiding vision for parks and recreation facilities. The plan includes projects to be phased in over a 20-year period. Highlights of the plan may include the improvements to parks, athletic fields, and community centers.
Fund	
General Capital	
Account #	
4000 78 4190	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
FY 2018 Adopted	600,000	500,000	500,000	500,000	500,000	N/A	2,600,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	45,000	45,000	45,000	45,000	45,000	225,000
Construction/FFE	N/A	455,000	455,000	455,000	455,000	455,000	2,275,000
Total	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000

Prior Capital Funding	4,200,000
FY 2019 Adopted	500,000
Capital Share Remaining	2,000,000
Project Total	6,700,000



Improve Community and Neighborhood Parks

Department

Recreation/Parks and Open Space

Fund

General Capital

Account

4000 78 3004

Property Address:

Citywide

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to improve and upgrade amenities within community parks around the city such as playgrounds and playing fields.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
FY 2018 Adopted	250,000	250,000	250,000	250,000	250,000	N/A	1,250,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	15,000	15,000	15,000	15,000	150,000	210,000
Construction/FFE	N/A	235,000	235,000	235,000	235,000	235,000	1,175,000
Total	N/A	250,000	250,000	250,000	250,000	385,000	1,385,000

Prior Capital Funding	5,215,000
FY 2019 Adopted	250,000
Capital Share Remaining	1,000,000
Project Total	6,465,000



Improve Existing Community Centers

Department	Project Description
Recreation/Parks and Open Space	Provide funds for improvements to entranceways, landscaping, and interior and exterior renovations at existing community centers. Planned work will enhance the appearance, serviceability, and safety at various recreation centers throughout the city.
Fund	
General Capital	
Account #	
4000 78 3000	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2018 Adopted	200,000	200,000	200,000	200,000	200,000	N/A	1,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	15,000	15,000	15,000	15,000	15,000	75,000
Construction/FFE	N/A	185,000	185,000	185,000	185,000	185,000	925,000
Total	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000

Prior Capital Funding	3,850,000
FY 2019 Adopted	200,000
Capital Share Remaining	800,000
Project Total	4,850,000



Improve Tennis Courts Citywide

Department	Project Description
Recreation/Parks and Open Space	Provide funds to enhance public use of tennis facilities by improving the Northside Tennis Court Complex and various tennis facilities at Norfolk Public School sites. This project also includes the demolition of the Booker T. Washington High School Tennis Complex to allow for future athletic site improvements.
Fund	
General Capital	
Account #	
4000 78 4245	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	350,000	400,000	0	0	0	750,000
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	50,000	0	0	0	0	50,000
Construction/FFE	N/A	300,000	400,000	0	0	0	700,000
Total	N/A	350,000	400,000	0	0	0	750,000

Prior Capital Funding	0
FY 2019 Adopted	350,000
Capital Share Remaining	400,000
Project Total	750,000



Environmental Sustainability



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Address Flooding in Spartan Village

Department

Storm Water Utility

Fund

Storm Water Utility

Account

4000 35 4247

Property Address:

Spartan Village Neighborhood

Customers Served

Residents ☒ Business ☒ City Services ☐

Educational Community ☐ Tourists/Visitors ☒

Project Description

Provide funds to acquire properties in Spartan Village's inner ring. The city has purchased 14 units, and nine units remain to be purchased. The properties will be demolished and a green space with trees will be built to help mitigate flooding in the area.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	1,000,000	0	0	0	0	1,000,000
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	50,000	0	0	0	0	50,000
Construction/FFE	N/A	950,000	0	0	0	0	950,000
Total	N/A	1,000,000	0	0	0	0	1,000,000

Prior Capital Funding	0
FY 2019 Adopted	1,000,000
Capital Share Remaining	0
Project Total	1,000,000



Address Street Flooding Citywide

Department

Storm Water Utility

Fund

Storm Water Utility

Account

4000 35 4250

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to address street flooding issues throughout the city. These projects may correct minor to moderate resident flooding concerns that are compiled by the Department of Public Works.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	150,000	150,000	150,000	150,000	150,000	750,000
Construction/FFE	N/A	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	5,750,000
Total	N/A	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000

Prior Capital Funding	0
FY 2019 Adopted	1,300,000
Capital Share Remaining	5,200,000
Project Total	6,500,000



Control Beach Erosion

Department	Project Description
City Planning	Provide funds for shoreline erosion control structures, shoreline modeling, annual wave gauge maintenance, sand replenishment, dune maintenance, repair and re-vegetation, and continuation of the biennial beach survey. The Army Corps of Engineers completed a \$38.4 million beach nourishment project in Willoughby Spit and the surrounding areas in FY 2018. The project helped repair the shoreline and protect it from future storms.
Fund	
General Capital	
Account #	
4000 15 3049	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	914,400	1,214,400	1,214,400	1,214,400	1,214,400	5,772,000
FY 2018 Adopted	1,214,400	1,214,400	1,214,400	1,214,400	1,214,400	N/A	6,072,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
Construction/FFE	N/A	714,400	1,014,400	1,014,400	1,014,400	1,014,400	4,772,000
Total	N/A	914,400	1,214,400	1,214,400	1,214,400	1,214,400	5,772,000

Prior Capital Funding	32,242,900
FY 2019 Adopted	914,400
Capital Share Remaining	4,857,600
Project Total	38,014,900



Create Citywide Flooding Reserve

Department	Project Description
Storm Water Utility	Provide funds to create a citywide flooding reserve to prepare for the larger citywide flooding control projects. This project is funded by the \$1.00 Storm Water fee increase approved in FY 2013. Funding will be dedicated to support the city's flood mitigation efforts.
Fund	
Storm Water Utility	
Account #	
4000 35 4188	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000
FY 2018 Adopted	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	N/A	6,576,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	1,315,200	1,315,200	1,315,200	1,315,200	1,315,200	6,576,000

Prior Capital Funding	7,891,200
FY 2019 Adopted	1,315,200
Capital Share Remaining	5,260,800
Project Total	14,467,200



Improve Storm Water Quality

Department	Project Description
Storm Water Utility	Provide funds to continue retrofits, improvements, and construction of new best practices used to reduce storm water related pollutants entering local waterways, rivers, and the Chesapeake Bay. Funding will allow the city to meet commitments to the State Storm Water Local Assistance Fund Projects previously awarded as well as complete projects associated with Super Storm Sandy National Fish and Wildlife Fund award. The funding will ensure the city's storm water compliance with regulatory standards and goals are met by 2030.
Fund	
Storm Water Utility	
Account #	
4000 35 3034	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	2,350,000	2,350,000	2,350,000	2,350,000	2,350,000	11,750,000
FY 2018 Adopted	2,350,000	2,350,000	2,350,000	2,350,000	2,350,000	N/A	11,750,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	350,000	350,000	350,000	350,000	1,400,000
Construction/FFE	N/A	2,350,000	2,000,000	2,000,000	2,000,000	2,000,000	10,350,000
Total	N/A	2,350,000	2,350,000	2,350,000	2,350,000	2,350,000	11,750,000

Prior Capital Funding	11,550,000
FY 2019 Adopted	2,350,000
Capital Share Remaining	9,400,000
Project Total	23,300,000



Improve Storm Water System

Department

Storm Water Utility

Fund

Storm Water Utility

Account

4000 35 3035

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to improve storm water facilities; install standby power generators at underpass storm water stations; replace pumps, controls, electrical systems, valves, and piping that are approaching the end of their service life; and install and replace tideflex flap valves on storm water outfalls to reduce tidal flooding during aberrant tide conditions.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	600,000	600,000	600,000	600,000	600,000	3,000,000
FY 2018 Adopted	600,000	600,000	600,000	600,000	600,000	N/A	3,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	60,000	60,000	60,000	60,000	60,000	300,000
Construction/FFE	N/A	540,000	540,000	540,000	540,000	540,000	2,700,000
Total	N/A	600,000	600,000	600,000	600,000	600,000	3,000,000

Prior Capital Funding 12,250,000

FY 2019 Adopted 600,000

Capital Share Remaining 2,400,000

Project Total 15,250,000



Improve Storm Water Waterfront Facilities

Department	Project Description
Storm Water Utility	Provide funds for non-routine inspections, maintenance, repair, rehabilitation, and replacement of deteriorated bulkheads and outfall extensions citywide.
Fund	
Storm Water Utility	
Account #	
4000 35 3037	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
FY 2018 Adopted	500,000	500,000	500,000	500,000	500,000	N/A	2,500,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	50,000	50,000	50,000	50,000	50,000	250,000
Construction/FFE	N/A	450,000	450,000	450,000	450,000	450,000	2,250,000
Total	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000

Prior Capital Funding	8,000,000
FY 2019 Adopted	500,000
Capital Share Remaining	2,000,000
Project Total	10,500,000



Improve Wastewater Collection System

Department	Project Description
Wastewater Utility	Provide funds for the replacement and rehabilitation of several thousand feet of gravity sanitary sewer pipe to eliminate overflows. In addition, the project provides for upgrades to pump stations and failing sections of force mains.
Fund	
Wastewater Utility	
Account #	
5200 34 3082	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
FY 2018 Adopted	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	N/A	100,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Construction/FFE	N/A	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	90,000,000
Total	N/A	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000

Prior Capital Funding	230,505,000
FY 2019 Adopted	20,000,000
Capital Share Remaining	80,000,000
Project Total	330,505,000



Improve Water Resources and Delivery System

Department	Project Description
Water Utility	Provide funds for the continued improvement of the city's raw water and treated water transmission and distribution systems, rehabilitation for system wide reservoirs, and offer engineering assistance pertaining to water treatment improvements. These actions will help maintain high quality and sufficient quantity of water for customers, and ensure compliance with Commonwealth of Virginia Dam Safety Regulations.
Fund	
Water Utility	
Account #	
5300 33 4241	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	15,343,333	17,233,333	13,350,000	18,600,000	12,550,000	77,076,666
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	2,000,000	2,000,000	1,500,000	2,000,000	1,500,000	9,000,000
Construction/FFE	N/A	13,343,333	15,233,333	11,850,000	16,600,000	10,750,000	67,776,666
Total	N/A	15,343,333	17,233,333	13,350,000	18,600,000	12,250,000	76,776,666

Prior Capital Funding	0
FY 2019 Adopted	15,343,333
Capital Share Remaining	61,733,333
Project Total	77,076,666



Raise the Downtown Floodwall

Department	Project Description
Storm Water Utility	Provide funds to raise the elevation of the downtown floodwall between one and two feet, reinforce sections of the wall, and reconstruct all flood gates in order to provide the level of flood protection required by the Federal Emergency Management Agency (FEMA) for the downtown area. The US Army Corps of Engineers have submitted a study to Congress along with a request for funds. If the request is successful, the city would only be responsible for a portion of the project cost.
Fund	
Storm Water Utility	
Account #	
N/A	
Property Address:	
Downtown	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	0	1,000,000	1,000,000	8,000,000	8,000,000	18,000,000
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	1,000,000	1,000,000	0	0	2,000,000
Construction/FFE	N/A	0	0	0	8,000,000	8,000,000	16,000,000
Total	N/A	0	1,000,000	1,000,000	8,000,000	8,000,000	18,000,000

Prior Capital Funding	0
FY 2019 Adopted	0
Capital Share Remaining	18,000,000
Project Total	18,000,000



Reduce Neighborhood Flooding

Department

Storm Water Utility

Fund

Storm Water Utility

Account

4000 35 3032

Property Address:

Citywide

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds for neighborhood flood mitigation programs to address various drainage system improvements, repairs, rehabilitation, cleaning, and drainage studies in neighborhoods throughout the city. Funding will allow for infrastructure improvements to better mitigate issues from precipitation and tidal flooding.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	14,250,000
FY 2018 Adopted	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	N/A	14,250,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	150,000	100,000	150,000	150,000	150,000	700,000
Construction/FFE	N/A	2,700,000	2,750,000	2,700,000	2,700,000	2,700,000	13,550,000
Total	N/A	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	14,250,000

Prior Capital Funding	21,000,000
FY 2019 Adopted	2,850,000
Capital Share Remaining	11,400,000
Project Total	35,250,000



Repair Waterfront Infrastructure

Department	Project Description
Public Works	Provide funds to repair and replace various sections of timber piles, fender assemblies, and associated hardware, which have been damaged by boats or have deteriorated over time. The project will also include minor shore improvements, including bulkhead repair, paver resets, and filling of washouts, as well as other necessary repairs.
Fund	
General Capital	
Account #	
4000 10 4236	
Property Address:	
Downtown	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	500,000	0	0	0	0	500,000
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	50,000	0	0	0	0	50,000
Construction/FFE	N/A	450,000	0	0	0	0	450,000
Total	N/A	500,000	0	0	0	0	500,000

Prior Capital Funding	0
FY 2019 Adopted	500,000
Capital Share Remaining	0
Project Total	500,000



Support Campostella Landfill Post Closure Requirements

Department	Project Description
Waste Management	Provide funds for fly ash repairs and seep fixes in the Campostella Landfill, which is a closed and permitted facility regulated by the Virginia Department of Environmental Quality. In order to comply with post-closure regulatory requirements, the city must monitor discharge of various pollutants, and take remedial action if levels of any of those pollutants exceed acceptable limits.
Fund	
Waste Management	
Account #	
4000 09 4209	
Property Address:	
2400 Berkley Avenue Ext	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

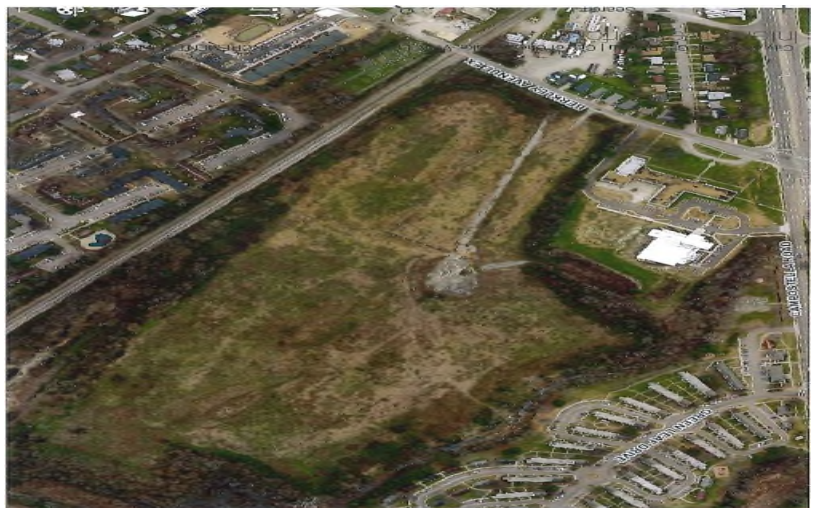
Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	1,100,000	1,000,000	0	0	0	2,100,000
FY 2018 Adopted	400,000	0	0	0	0	N/A	400,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	1,100,000	1,000,000	0	0	0	2,100,000
Total	N/A	1,100,000	1,000,000	0	0	0	2,100,000

Prior Capital Funding	1,900,000
FY 2019 Adopted	1,100,000
Capital Share Remaining	1,000,000
Project Total	4,000,000



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General & Other



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Fund Preliminary Engineering

Department	Project Description
Public Works	Provide funds for the preliminary design work, engineering, and support services within the Department of Public Works for major capital projects. By internally supporting these services with city staff, a cost savings is achieved by retaining firsthand knowledge and expertise of the project after completion. Preliminary engineering will be phased out of the CIP at the end of FY 2020. In FY 2019, support for preliminary engineering is split between the General Fund and the CIP. In FY 2021, total support will be provided by the General Fund.
Fund	
General Capital	
Account #	
4000 10 3100	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input checked="" type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	1,159,000	609,000	0	0	0	1,768,000
FY 2018 Adopted	1,709,000	1,159,000	609,000	0	0	N/A	3,477,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	1,159,000	609,000	0	0	0	1,768,000
Construction/FFE	N/A	0	0	0	0	0	0
Total	N/A	1,159,000	609,000	0	0	0	1,768,000

Prior Capital Funding	40,378,882
FY 2019 Adopted	1,159,000
Capital Share Remaining	609,000
Project Total	42,146,882



Implement Meter Change-Out Program

Department	Project Description
Water Utility	Provide funds for the replacement of old and malfunctioning water meters and distribution system master meters throughout the city. Approximately 4,000 meters age past their useful life are replaced a year resulting in more accurate meter readings.
Fund	
Water Utility	
Account #	
5300 33 4090	
Property Address:	
Citywide	
Customers Served	
Residents <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> City Services <input checked="" type="checkbox"/>	
Educational Community <input checked="" type="checkbox"/> Tourists/Visitors <input type="checkbox"/>	

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	480,000	530,000	530,000	480,000	480,000	2,500,000
FY 2018 Adopted	320,000	200,000	370,000	3,250,000	10,320,000	N/A	14,460,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	480,000	530,000	530,000	480,000	480,000	2,500,000
Total	N/A	480,000	530,000	530,000	480,000	480,000	2,500,000

Prior Capital Funding	1,370,000
FY 2019 Adopted	480,000
Capital Share Remaining	2,020,000
Project Total	3,870,000



Improve Infrastructure and Acquire Property

Department

Executive

Fund

General Capital

Account

4000 02 3174

Property Address:

Citywide

Customers Served

Residents ☒ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

Project Description

Provide funds to address various infrastructure, disposition, and acquisition needs as they arise.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
FY 2018 Adopted	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	5,000,000
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	100,000	100,000	100,000	100,000	100,000	500,000
Construction/FFE	N/A	900,000	900,000	900,000	900,000	900,000	4,500,000
Total	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Prior Capital Funding	12,200,000
FY 2019 Adopted	1,000,000
Capital Share Remaining	4,000,000
Project Total	17,200,000



Upgrade Billing System

Department

Water Utility

Fund

Water Utility

Account

5300 33 4244

Property Address:

401 Monticello Ave

Customers Served

Residents ☒ Business ☒ City Services ☒

Educational Community ☒ Tourists/Visitors ☒

Project Description

Provide funds to upgrade the Department of Utilities' billing system to ensure accurate billing calculations.

Financial Summary

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
FY 2019 Adopted	N/A	150,000	0	0	0	2,000,000	2,150,000
FY 2018 Adopted	0	0	0	0	0	N/A	0
Estimated Operating Budget Impact	N/A	0	0	0	0	0	0

Anticipated Project Timeline:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Planning/Design/Other	N/A	0	0	0	0	0	0
Construction/FFE	N/A	150,000	0	0	0	2,000,000	2,150,000
Total	N/A	150,000	0	0	0	2,000,000	2,150,000

Prior Capital Funding	0
FY 2019 Adopted	150,000
Capital Share Remaining	2,000,000
Project Total	2,150,000



Unfunded Capital Requests



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UNFUNDED CAPITAL REQUESTS

In 2013 Norfolk City Council adopted financial policies that formalized the city's self-imposed general capital debt affordability measures. Those measures state:

- Total debt should not exceed 3.5 percent of total assessed value
- Debt service costs should not exceed 10 percent of the General Fund Budget

From FY 2007 through FY 2017 the city's general Capital Improvement Plan (CIP) averaged nearly \$100 million a year, most of which was financed with debt. This investment allowed the city to make generational investments including Light Rail Transit, the new Consolidated Courthouse Complex, Slover Library and eight new schools.

These investments have transformed Norfolk but have also pushed the city's debt capacity close to its self-imposed debt affordability measures. As a result, the city began a period of maintenance CIP in FY 2018 and focused its capacity on existing infrastructure. The Adopted FY 2019 five-year CIP continues the maintenance CIP focus and as a result not all CIP projects requested by departments can be funded. This report details those projects that were requested by departments but are not funded in the Adopted FY 2019 CIP.

	Requested Amount	Five-Year Total
Policy Area: Cultural Facilities		
• Construct Calvary Cemetery Mausoleum Cemeteries	\$275,000	\$866,937
Provide funds for the construction of a mausoleum at Calvary Cemetery. A mausoleum will increase the use of land and meet public demand for crypt space and ash niches.		
• Construct Elmwood Cemetery Columbarium Cemeteries	\$175,000	\$175,000
Provide funds for the construction of a columbarium at Elmwood Cemetery. A columbarium is a respectful free-standing building for the interment of cremated remains.		
• Improve Forest Lawn Cemetery Roads and Drainage Cemeteries	\$353,458	\$1,318,703
Provide funds for road and drainage improvements at Forest Lawn Cemetery to address flooding and storm water issues. Funds will be used to repair and replace pipes and curbs, repair roadways, clean existing pipes, and install a rain garden in support of enhanced drainage.		
• Repair Cemetery Walls Cemeteries	\$1,690,000	\$1,690,000
Provide funds to repair the 1800 era brick walls at Cedar Grove and Elmwood cemeteries. Elmwood cemetery is on the National Historic Registry and Cedar Grove cemetery is in the application stage of the process. Repairing the walls will alleviate safety concerns.		
• Repair Chrysler Museum General Services	\$1,000,000	\$1,000,000
Provide funds to repair to the Chrysler Museum roof and Moses Myer and Willoughby-Baylor historic homes.		

Policy Area: Cultural Facilities

- Support Major Renovation of Scope Arena
Cultural Fac., Arts & Ent. \$6,000,000 \$100,000,000

Provide funds to renovate Scope Arena. The Scope Arena will celebrate 47 years as the region's destination for semi-professional ice hockey, basketball games, concerts, touring family spectaculars, and many other events.

Cultural Facilities	Total	\$9,493,458	\$105,050,640
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Policy Area: Neighborhood Development

- Dredge and Improve the Waterway in the Hague
Public Works \$1,500,000 \$6,000,000

Provide funds for dredging and improvement of the waterway in various locations of the Hague. Improvements will allow navigational access for small boats, improve water quality, and increase tidal flushing.

- Dredge Mason Creek
Public Works \$300,000 \$10,800,000

Provide funds to dredge Mason Creek to improve water quality and restore water depths to be suitable for recreation, including canoe, kayak, and small boat navigation.

- Provide Aesthetic Improvement Grants
NRHA \$100,000 \$500,000

Provide funds for aesthetic improvement grants to homeowners for improvements and enhancements to homes or businesses.

- Support Broad Creek / Moton Circle Infrastructure Improvements
NRHA \$1,500,000 \$7,500,000

Provide funds for demolitions and site improvements in Broad Creek to provide the infrastructure necessary for the development of new housing on the former Moton Circle site. Funding would also provide for the Demolition of the Bowling Park and Roberts Park School buildings.

- Support East Ocean View Acquisition
NRHA \$1,189,600 \$5,555,800

Provide funds for acquisition and demolition activities in East Ocean View. This action supports the development of a potential commercial site at 21st Bay and Ocean View Avenue and supports the redevelopment of residential areas in the vicinity of 20th and 21st Bay.

Neighborhood Development	Total	\$4,589,600	\$30,355,800
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Policy Area: Parks & Recreation Facilities

- Develop Southside Trail
Recreation/Parks and Open Space \$100,000 \$2,472,000

Provide funds to re-envision and repurpose an old landfill into a natural landscaped open space featuring walking trails that connect the Southside Aquatics Center, Southside STEM Academy, and the new Southside Library.

Policy Area: Parks & Recreation Facilities

<ul style="list-style-type: none">• Extend Asia boardwalk Zoo <p>Provide funds to improve the asphalt pathway around the Asia exhibit and extend the existing boardwalk through the rest of the exhibit area. The current pathway is buckling from tree roots growing underneath and is a trip hazard for visitors.</p>	\$135,550	\$135,550	
<ul style="list-style-type: none">• Improve Boat Ramps Citywide Public Works <p>Provide funds for improving existing boat ramps and the construction of new boat ramps citywide. Funds will be used to acquire property, design new boat ramps, pay for any required permitting, construct new boat ramps, and renovate existing boat ramps.</p>	\$75,000	\$1,025,000	
<ul style="list-style-type: none">• Replace Natatorium at the Norfolk Fitness and Wellness Center General Services <p>Provide funds to replace the Natatorium on the Norfolk Fitness and Wellness Center indoor pool. Funds will replace the current steel structure that has rusted and weakened the integrity of the steel beams supporting the roof system. The HVAC system will also be replaced to prevent the updated structure from rusting. The cost estimate does not take aesthetic design features into account, and the cost could fluctuate depending on the approved design.</p>	\$3,500,000	\$3,500,000	
<ul style="list-style-type: none">• Support Outdoor Athletic Field Lighting Recreation/Parks and Open Space <p>Provide funds for new field lighting at Norfolk Public Schools. Lighting at ball fields provide opportunities for recreation beyond daylight hours, the possibility to host tournaments, and increases safety and visibility at city schools.</p>	\$348,000	\$1,484,400	
Parks & Recreation Facilities	Total	\$4,158,550	\$8,616,950

Policy Area: Public Buildings

<ul style="list-style-type: none">• Address Drainage Issues and Repair Barron F Black Library Parking Lot Libraries <p>Provide funds for the addition of 12 to 15 additional parking spaces, van access and parking area, new access sidewalks, improved drainage of the existing lot and building entrance, resurfacing of the existing lot, additional lighting, and improved landscaping at the Barron F. Black Library.</p>	\$200,000	\$200,000	
<ul style="list-style-type: none">• Construct Fire-Rescue Training Fire - Rescue Services <p>Provide funds for site improvement and purchase of a modular hands-on training structure. Hands-on training is a component of annual performance evaluations and integral to maintaining a qualified and experienced workforce. A hands-on training location within the city will improve operational efficiency by reducing travel and coordination of hands-on training currently taking place outside of the city.</p>	\$1,000,000	\$1,000,000	
<ul style="list-style-type: none">• Improve Parking Technology Infrastructure Parking Facilities <p>Fund technology-based programs and improvements related to the city's parking experience. This upgrade will lead to automated and mobile parking payment options, wayfinding, and parking spot location technology.</p>	\$2,000,000	\$5,000,000	
Public Buildings	Total	\$3,200,000	\$6,200,000

	Requested Amount	Five-Year Total
Policy Area: Transportation		
<ul style="list-style-type: none"> Improve Asphalt Plant Electrical Service at Operations Facility Public Works 	\$100,000	\$100,000
Provide funds to install a generator, transfer switch, and other necessary electrical equipment to provide emergency power to the city owned asphalt plant and concrete silo in the event of an unanticipated power failure.		
Transportation	Total	\$100,000
		\$100,000

Annual Plan



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ANNUAL PLAN

The City of Norfolk is an entitlement city for receipt of the Community Development Block Grant (CDBG), HOME Investment Partnership (HOME) and Homeless Emergency Solutions Grant (HESG) funds distributed by the U.S. Department of Housing and Urban Development (HUD). As required by federal regulations, HUD Entitlement Funds must be used to support projects that assist low-income residents, remove slum and/or blight, or for urgent needs (disaster relief). Eligible activities include affordable housing projects, such as rehabilitation, or homebuyer assistance, public services, and improvements to public facilities including parks, streets, and community centers.

HUD regulations require participating jurisdictions to prepare a Consolidated Plan every three to five years. The Plan is a comprehensive planning document that details how the city will expend its federal funding during the plan period. It also identifies opportunities for strategic planning and resident participation using a comprehensive approach. The Consolidated Plan enables the city, community-based organizations, and residents to provide input that directs the scope of activities upon which to focus during the plan period.

For the current Consolidated Plan period (FY 2017 – FY 2021), the city will continue to focus on programs and services designed to benefit lower income residents of Norfolk. Efforts outlined in both the Consolidated Plan and the Annual Action Plan are identified utilizing HUD's Performance Outcome Measurement System outcome categories: Economic Opportunities, Suitable Living Environments, and Decent Housing. Funding considerations are given to a broad range of issues that include, but are not limited to:

- Efforts to eliminate homelessness
- Methods for improving housing quality
- Increasing homeownership
- Strengthening economic development opportunities

During the five year period, the city must annually prepare an Annual Action Plan to update the goals and objectives for programs and projects. The Annual Action Plan is a summary of the annual objectives that the City of Norfolk expects to achieve during the upcoming year. The plan describes the activities to be undertaken, the funding recommendations for those objectives, affordable housing goals, homeless needs, barriers to affordable housing, and community development objectives. It describes priority projects for neighborhood revitalization, public improvements, housing development, economic development, public services, and activities to reduce homelessness. Fiscal Year 2019 is the third year of the City of Norfolk's FY 2017 through FY 2021 Consolidated Plan period.

CDBG Entitlement	3,901,034
CDBG Reprogramming	677,810
Community Development Block Grant Program Total	4,578,844
Emergency Solutions Grant (HESG) Program	348,293
HOME Entitlement	914,593
Total Resources	5,841,730

Community Development Block Grant Program (CDBG)

The CDBG Program is a federal funding source that allows local officials and residents unprecedented flexibility in designing programs within a wide-range of eligible activities. The CDBG Program was created over 40 years ago

under the administration of President Gerald R. Ford. Since its inception, the goal of the CDBG has remained the same: to encourage more broadly conceived community development projects, and expand housing opportunities for people living in low and moderate-income households.

The city's budget for the FY 2019 CDBG Program is \$4,578,844, which includes a reprogramming of \$677,810 for The St. Paul's quadrant and Renovate Norfolk. The Adopted FY 2019 Annual Plan continues a concentrated effort to adequately fund homeless programs. Additionally, in FY 2019, the city will continue to manage the Homeowner Rehabilitation Program, Rental Rehabilitation Program, as well as launch a new Neighborhood Enhancement Program.

COMPARISON OF GRANT RESOURCES - FY 2018 to FY 2019				
	FY 2018	FY 2019	Inc/Dec Amount	% Difference
CDBG Entitlement	3,885,982	3,901,034	15,052	0.39%
CDBG Revolving Loan Fund	250,000	0	(250,000)	(100%)
CDBG Fund Balance (Reprogrammed Dollars)	0	677,810	677,810	100%
CDBG Total	4,135,982	4,578,844	442,862	10.71%
HESG Total	348,293	348,293	0	0.00%
HOME Total	921,022	914,593	(6,429)	(0.70%)
Grand Total	5,405,297	5,841,730	436,433	8.07%

CDBG entitlement is divided into three sections: public service, administration, and project use.

Investing in Neighborhoods

The Department of Neighborhood Development was established to invest in residents, resources, and solutions to improve the overall quality of life for all neighborhoods in the city. This is carried out by promoting civic participation; increasing the number of community partners; fostering greater accessibility to city services; preserving and enhancing the character of neighborhoods; and acting as a catalyst for positive neighborhood change. The CDBG program invests in initiatives such as Renovate Norfolk, a program to aid income-eligible residents to make repairs to their primary residence, and the Rental Rehabilitation Loan Program, a program to provide owners of substandard residential rental properties financial assistance in the form of low-interest financing to support improvements to their property. The CDBG program also supports the Neighborhood Enhancement Program, which serves as a link between the community and the city to promote neighborhood cohesion, stability, and sustainability. Norfolk Community Build is a capacity building program to assist community-based non-profit organizations with training to develop the necessary skills for implementation of services vital to their own community.

Revitalizing St. Paul's Quadrant (The Redevelopment of the St. Paul's Quadrant)

The St. Paul's quadrant is 230 acres next to Norfolk's downtown, with 4,600 residents living in a neighborhood with high concentrations of poverty. The area includes three public housing communities: Young Terrace (746 units), Calvert Square (310 units), and Tidewater Gardens (618 units). The city and the Norfolk Redevelopment and Housing Authority (NRHA) are partnering to revitalize the St. Paul's quadrant to improve resilience of both human capital and the physical environment. The broad goal will be to coordinate the physical transformation with a comprehensive approach to the needs of people that includes comprehensive case management and services in the areas of education, jobs, health and wellness.

HOME Investment Partnerships Program (HOME)

In FY 2019, under the HOME Program, program funding will be provided to stimulate revitalization of inner-city neighborhoods. In addition, HOME funds will provide income-qualified first-time home-buyers with opportunities to become homeowners. As the city moves forward into FY 2019, it will continue to allocate HOME funds towards tenant-based rental assistance in effort to house previous homeless individuals and utilize program funding towards providing case management services and pay for client's security deposits and/or rental expenses. The city is using TBRA as a resource in its efforts to end homelessness.

Homeless Emergency Solutions Grant Program (HESG)

The HESG Program, restructured by HUD in FY 2014, provides funding to engage homeless individuals and families living on the street. Essential services include: **street outreach** to connect individuals or families to emergency shelters; **emergency shelter** provides case management, child care, education services, employment assistance, job training, life skills, mental health services, substance abuse treatment services, and transportation to individuals in shelters; **homelessness prevention** provides short-term rental assistance necessary to prevent an individual or family from moving into an emergency shelter; and **rapid re-housing** provides stabilization services and short-term or medium-term rental assistance to help those living in emergency shelters to move quickly into permanent housing. The program recipients consist of metropolitan cities, urban counties, territories and states. HESG proposed program funding of \$348,293 is planned for administration, street outreach, emergency shelters, rapid re-housing and homeless prevention.

Prior Year Self-Evaluation

In FY 2018, the city continued to provide level funding for 15 public service programs resulting in services to 136,380 low to moderate-income households. A total of \$672,411 was expended which made possible employment training, housing counseling, health services, operating costs of homeless and AIDS special population, and dental services to those households. Also, the city continued to support affordable housing opportunities for low and moderate-income individuals or families through its Renovate Norfolk grant programs providing assistance to 23 homeowners, and the Homebuyer Assistance programs giving direct financial assistance for down payment and closing costs to 23 first-time home buyers. The funding for the CDBG, HOME and HESG programs help served persons who were homeless or at risk of becoming homeless.

Both the public service programs and the community development projects are based on priorities identified in the FY 2017 – FY 2021 Consolidated Plan. Specific program accomplishments, which include the percent of goals that are met, are provided in the Goals and Accomplishments Summary section of the Consolidated Plan.

The city and NRHA continue to analyze all open Integrated Disbursement and Information System (IDIS) numbers and formulating remediation plans. It is expected that, during FY 2019, a formal plan and agreement will be reached with HUD regarding open IDIS activities related to land purchased with CDBG funds that require disposition. This agreement and subsequent disposition activity will significantly reduce the size of the CDBG Land Inventory and support efforts to dispose of all CDBG acquired property.

Community Development Public Service	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted
AIDS Care Center for Education and Support Services Housing Solutions	39,529	39,529	29,251
Child and Family Services of Eastern Virginia (The Up Center) Parents as Teachers	26,353	26,353	19,501
Norfolk Police Department Crisis Intervention Team Assessment Center - Police Staffing Program	0	0	50,000
Community Services Board Jail Case Management	18,367	18,367	0
Department of Human Services Emergency Utilities Payment Program	66,532	66,532	49,234
Foodbank of Southeastern Virginia	29,000	29,000	21,460
ForKids Permanent Supportive Housing Solutions	20,000	20,000	14,800
Norfolk Community Services Board (NCSB) Crisis Intervention Team	75,000	75,000	55,500
HomeNet (Public Service)	65,882	65,882	49,178
Park Place Health and Dental Clinic	35,137	35,137	26,001
St. Columba Ecumenical Ministries Homeless Advocate and Day Center Assistant	16,052	16,052	11,879
St. Columba Ecumenical Ministries Next Step Transitional Housing	22,000	22,000	16,280
The Planning Council Continuum of Care	37,808	37,808	27,978
The Planning Council, Inc. ShelterLink	11,079	11,079	8,198
The Salvation Army Hope Day Center Program	95,158	95,158	70,417
Virginia Supportive Housing Support Services at Gosnold Apartments Program	25,000	25,000	18,500
Norfolk Works	0	0	114,720
Total CDBG Public Service	582,897	582,897	582,897

Community Development Project Use/Planning and Administration	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted
City Planning Nuisance Abatement	100,000	100,000	0
Department of Economic Development Local Incentive Hiring Fund	250,000	0	0
City of Norfolk Homeowner Rehabilitation and Repair Program	150,000	1,000,000	475,420
Department of Neighborhood Development Neighborhood Enhancement Program	0	250,000	229,273
Department of Neighborhood Development Technical Assistance for Housing Development	0	100,000	10,000
Department of Neighborhood Development Rental Rehabilitation Program	500,000	300,000	216,886
Department of Economic Development Norfolk Works	150,000	150,000	0
Department of Economic Development SWaM Activities and Business Cafe	300,000	150,000	100,000
Department of Economic Development Virginia Community Capital	0	219,000	219,000
Department of Public Works/General Services ADA Ramps	300,000	150,000	0
Department of Neighborhood Development Neighborhood Improvements	250,000	250,000	0
Department of General Services Improve Access to Public Beaches and Restrooms	300,000	0	0
Department of Information Technology Increase access to broadband/Internet/bandwidth	513,085	0	0
Grant Administration	300,000	534,085	425,000
Planning and Capacity Building	190,000	100,000	0
St Paul's Quadrant Improvements	0	0	500,000
Section 108 interest payment	0	0	400,000
Facade Improvements	0	0	100,000
Department of Recreation, Parks, and Open Space Berkley and Campostella Early Childhood Center playground improvements	0	0	427,963
Oakmont North park and playground improvements	0	0	214,595
Total Community Development Project Use/Planning and Administration	3,303,085	3,303,085	3,318,137
Subtotal CDBG Entitlement Funds	3,885,982	3,885,982	3,901,034

Revolving Loan Fund	250,000	250,000	0
CDBG Reprogramming	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted
City of Norfolk Community Infrastructure and Economic Development	303,333	0	677,810
Libraries Horace Downing Library Renovations	550,000	0	0
Community Service Board Jail Recidivism and Diversion Prevention	84,633	0	0
Total CDBG Reprogramming	937,966	0	677,810

Homeless Emergency Solutions Grant Program	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted
HESG Administration	26,122	26,122	26,122
Office to End Homelessness Street Outreach	29,405	29,405	44,405
ForKids Emergency Shelter	47,216	47,216	47,216
ForKids Rapid Re-housing	73,215	73,215	73,215
Salvation Army Emergency Shelter	18,186	18,186	28,186
Salvation Army Street Outreach	10,000	10,000	0
St. Columba Ecumenical Ministries, Inc. Emergency Shelter	29,479	29,479	29,479
The Planning Council, Inc. Homeless Prevention	67,192	67,192	67,192
Virginia Supportive Housing Street Outreach	15,000	15,000	0
YWCA of South Hampton Roads Emergency Shelter (Domestic Violence)	32,478	32,478	32,478
Total Homeless Emergency Solutions Grant	348,293	348,293	348,293

HOME Investment Partnership Program	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted
CHDO Set Aside Requirement	137,411	138,154	137,189
Department of Human Services	100,000	100,000	94,683
HOME Administration - NRHA	91,607	91,606	66,459
Office to End Homelessness HOME Administration	0	0	25,000
Homebuyer Assistance	500,000	504,204	504,204
Office to End Homelessness TBRA	87,058	87,058	87,058
Total HOME Investment Partnership Program	916,076	921,022	914,593

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Norfolk Statistical Information



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NORFOLK STATISTICAL INFORMATION

FORM OF GOVERNMENT

Norfolk is an independent, full service city with sole local government taxing power within its boundaries. It derives its governing authority from a charter originally adopted by the General Assembly of Virginia in 1918, which authorizes a Council-Manager form of government. The members are elected to office under a ward-based system with two members elected from citywide superwards. Beginning July 1, 2006, as a result of a charter change approved by the Virginia General Assembly, Norfolk swore in the first Mayor elected at large. Prior to that time, the Mayor was appointed by the City Council. Among the city officials currently appointed by the City Council is the City Manager, who serves as the administrative head of the municipal government. The City Manager carries out the city's policies, directs business procedures, and appoints and has the power to remove the heads of departments and other employees of the city except those otherwise specifically covered by statutory provisions. The City Council also appoints certain boards, commissions, and authorities of the city.

The city provides a full range of services including: police protection; fire and paramedical services; mental health and social services; planning and zoning management; neighborhood preservation and code enforcement; environmental storm water management; local street maintenance; traffic control; design and construction of city buildings and infrastructure; parks and cemeteries operations and maintenance; recreation and library services; solid waste disposal and recycling; general administrative services; water and wastewater utilities; and construction and operation of parking facilities. The city budget allocates state and federal pass-through funds for education, public health, and other programs.

GEOGRAPHY

Norfolk lies at the mouth of the James and Elizabeth Rivers and the Chesapeake Bay, and is adjacent to the Atlantic Ocean and to the cities of Virginia Beach, Portsmouth and Chesapeake. It has seven miles of Chesapeake Bay beachfront and a total of 144 miles of shoreline along the lakes, rivers, and bay.

COMMUNITY PROFILE

The City of Norfolk was established as a town in 1682, then as a borough in 1736, and it was incorporated as a city in 1845. Norfolk is a city of approximately 246,000 residents and more than 100 diverse neighborhoods. It is the cultural, educational, business and medical center of Hampton Roads that hosts the region's international airport and one of the busiest international ports on the east coast of the United States.¹

1. All figures cited are the most recent available as of May 2018.

The city is home to the world's largest naval complex with headquarters for U.S. Fleet Forces Command, NATO Allied Command Transformation, and other major naval commands. According to information released by the U.S. Navy in November of 2017, the Navy's direct economic impact to the region in FY 2016 was \$12.3 billion, an increase of approximately \$1.56 billion from FY 2015. Total annual payroll (military, civilian, and contractor) increased from \$8.9 billion to \$10.1 billion. Additionally, procurement expenditures increased nearly \$420 million from approximately \$1.67 billion in FY 2015 to \$2.09 billion in FY 2016. 82,174 active duty Navy military personnel were assigned to Hampton Roads bases in 2016; approximately 67 percent were assigned to Naval Station Norfolk. There were approximately 35,970 Navy civilian employees in Hampton Roads, of whom 41 percent were located in Norfolk in FY 2016.¹ The military presence provides a highly qualified pool of veterans for local businesses.

The city also serves as a gateway between world commerce centers and the industrial heartland of the United States. With one of the world's largest natural deep-water harbors and a temperate climate, the city hosts the Norfolk International Terminals (NIT), one of the largest general cargo ports on the east coast. The Port's container volume for the fiscal year that ended June 30, 2017 was 2,762,406 TEUs (twenty-foot equivalent container units), an increase of 7.3 percent increase from FY 2016.² According to the latest economic impact study (2014) by William and Mary's Raymond A. Mason School of Business, Port-related business is linked to over 374,000 jobs in Virginia, \$60.0 billion in annual revenues, \$17.5 billion in payroll compensation, and \$1.4 billion in local tax revenues.³

Economic development initiatives are focused on the attraction, expansion and retention of businesses playing to the city's strengths, which include maritime, higher education, medical and research facilities, neighborhood and community revitalization and commercial corridor development. Under the city's plan to promote the highest and best use for scarce land, real property assessed values increased 108 percent since 2003 (from \$9,356,760 in 2003 to \$19,443,889 in 2017).

The city continues to undergo a successful renewal including new office, retail, entertainment and hotel construction downtown, new residential development along the rivers and bay front and revitalization projects in many of its neighborhoods. Norfolk is home to Virginia's first and only light rail system and the Commonwealth's only cruise terminal. Recently completed construction projects include a downtown hotel and conference center, a new outlet mall, and a revitalized Waterside District entertainment complex.

CITY FACTS

Total square miles: 66; Total square miles of land: 54

Population estimate (Weldon Cooper Center, 2017): 246,256

Median household income (American Community Survey, 2015 5-year estimate): \$44,480

Average sales price of homes sold (2017): \$216,916

Median sales price of homes sold (2017): \$195,500

Total residential homes sold (2017): 3,075

Percentage of non-taxable property (2017): 37%

1. Navy Region Mid-Atlantic Public Affairs Office, "The Navy in Hampton Roads: A Statistical Report for Fiscal Year 2016." Released November 17, 2017. Available at [https://www.cnmc.navy.mil/content/dam/cnmc/cnrma/pdfs/economic_impact/economic_impact_\(FY2016\).pdf](https://www.cnmc.navy.mil/content/dam/cnmc/cnrma/pdfs/economic_impact/economic_impact_(FY2016).pdf)

2. Calculated from Port of Virginia statistics available at <http://www.portofvirginia.com/about/port-stats/>

3. Available at <http://www.portofvirginia.com/pdfs/POV%20Econ%20Impact%20Study%202014.pdf>

CITY FACTS CONTINUED

Public schools:

- Pre-schools: 3
- Pre-kindergarten/Elementary schools (PreK-2): 2
- Elementary schools (K-5): 27
- Elementary/Middle schools (K-8): 4
- Middle schools: 7
- High schools: 5
- Special Purpose Schools: 4

Public institutions of higher education:

- Old Dominion University
- Norfolk State University
- Tidewater Community College

Private institutions of higher education:

- Eastern Virginia Medical School (public-private)
- Virginia Wesleyan College

Parks:

- Two festival parks (specially designated parks which are permitted, can support festivals, and comply with ABC Board regulations)
- Seven community parks (10 acres in size or larger which support a variety of both active and passive activities)
- 38 neighborhood active parks (typically 10 acres or less that provide some type of recreational component for active play)
- 30 neighborhood passive parks (typically 10 acres or less with no active play component or equipment)
- 12 dog parks

Number of community and recreation centers: 26

Public pools: four indoor, three outdoor

Libraries: one main library, two anchor branches, 10 branches, and one bookmobile

Seven major venues for public performances

Home to the only cruise ship terminal in Virginia

Established the first light rail system in Virginia, which runs a total length of 7.4 miles and has a total of 11 stations with four park-and-ride lots

ECONOMIC AND DEMOGRAPHIC FACTORS

ASSESSED VALUE OF TAXABLE PROPERTY

Table 1: Assessed Valuations of Taxable Property 2003-2017 (In thousands)

Year	Real Property	Personal Property	Other Property	Total Taxable Assessed Value
2003	\$9,356,760	\$1,311,951	\$271,046	\$10,939,757
2004	\$10,029,639	\$1,503,713	\$281,578	\$11,814,930
2005	\$10,960,812	\$1,569,991	\$305,154	\$12,835,957
2006	\$12,691,527	\$1,655,021	\$316,863	\$14,663,411
2007	\$15,607,512	\$1,687,318	\$324,387	\$17,619,217
2008	\$18,401,851	\$1,983,503	\$193,287	\$20,578,641
2009	\$19,397,795	\$1,676,811	\$233,703	\$21,308,309
2010	\$19,940,273	\$1,610,680	\$226,801	\$21,777,754
2011	\$19,320,642	\$1,832,276	\$230,756	\$21,383,647
2012	\$18,676,729	\$1,613,797	\$238,497	\$20,529,023
2013	\$18,319,947	\$1,532,337	\$241,023	\$20,093,307
2014	\$18,421,412	\$1,512,332	\$258,302	\$20,192,046
2015	\$18,734,201	\$1,902,442	\$255,710	\$20,892,353
2016	\$19,106,737	\$1,952,955	\$277,301	\$21,336,996
2017	\$19,433,889	\$2,219,662	\$265,149	\$21,918,700

Source: City of Norfolk 2017 Comprehensive Annual Financial Report (CAFR)

ASSESSED PROPERTY VALUE CHANGE

Table 2: Proposed Assessed Value Change From 7/1/17 to 7/1/18 by Property Class

Property Class	July 1, 2017	Estimated Values July 1, 2018	\$ Difference	% Change
Residential	\$11,042,003,200	11,262,424,400	220,421,200	2.0%
Residential Condos	\$1,042,642,800	1,039,154,200	-3,488,600	-0.3%
Apartments	\$2,002,486,000	2,125,778,400	123,292,400	6.2%
Commercial	\$3,926,750,900	4,025,530,500	98,779,600	2.5%
Industrial/Manufacturing	\$604,981,000	624,788,400	19,807,400	3.3%
Vacant Land	\$308,059,200	314,466,700	6,407,500	2.1%
Total	\$18,926,923,100	19,392,142,600	465,219,500	2.5%

Source: Office of the Real Estate Assessor

* Real Estate Assessor estimate of values by property class for July 1, 2018. The estimate reflects the values from the annual reassessment and FY 2017 assessments through the third quarter.

PRINCIPAL TAXPAYERS

Table 3: Principal Property Taxpayers in 2017

Rank	Taxpayer	Real Property Taxable Assessed Value	Percent of Total Assessed Value
1	MacArthur Shopping Center	\$222,285,500	1.14%
2	ODU Real Estate Foundation	\$127,226,400	0.65%
3	Norfolk Southern	\$82,733,700	0.43%
4	SLNWC Office Company LLC	\$75,311,300	0.39%
5	Marriott (Norfolk Hotel Associates LLC)	\$72,595,400	0.37%
6	Military Circle LLC	\$63,786,600	0.33%
7	Dominion Enterprises	\$61,618,200	0.32%
8	Dominion Tower LP	\$57,691,600	0.30%
9	NWM Hotel LLC	\$57,067,200	0.29%
10	The Next on 39th LLC	\$51,464,500	0.26%

Source: City of Norfolk 2017 Comprehensive Annual Financial Report (CAFR)

PRINCIPAL EMPLOYERS

Table 4: 25 Largest Employers as of Third Quarter in FY 2017

1. U.S. Department of Defense	14. Sentara Health Management
2. Sentara Healthcare	15. Postal Service
3. Norfolk Public Schools	16. Norshipco
4. City of Norfolk	17. S.O.S Security, LLC
5. Old Dominion University	18. U.S. Department of Homeland Defense
6. Children's Hospital of the King's Daughters	19. CMA CGM America
7. Eastern Virginia Medical School	20. Tidewater Community College
8. Portfolio Recovery Association	21. Virginia International Terminal
9. Norfolk State University	22. Colonnas Shipyard
10. Norfolk State University	23. ODU Research Foundation
11. Bon Secours DePaul Medical Center	24. Top Guard Inc
12. Wal Mart	25. Maersk Line Limited
13. U.S. Navy Exchange	

Source: Virginia Employment Commission, Virginia Community Profiles, Norfolk City, updated March 2018

Table 5: Employers by Size of Establishment

Number of Employees	Norfolk	Virginia
0 to 4	2,912	163,580
5 to 9	958	38,603
10 to 19	839	28,468
20 to 49	682	21,189
50 to 99	212	7,478
100 to 249	133	3,915
250 to 499	33	1,090
500 to 999	15	375
1000 and over	16	240

Source: Virginia Employment Commission, Virginia Community Profiles, Norfolk City, updated March 2018

Table 6: Top 10 Places Workers are Commuting From

Area of Virginia	Workers
Virginia Beach	35,277
Chesapeake	18,840
Portsmouth	6,679
Suffolk	4,735
Hampton	4,491
Newport News	3,803
Fairfax County	1,241
Isle of Wight County	1,192
Chesterfield County	1,022
York County	1,018

Source: Virginia Employment Commission, Virginia Community Profiles, Norfolk City, updated March 2018

POPULATION AND AGE

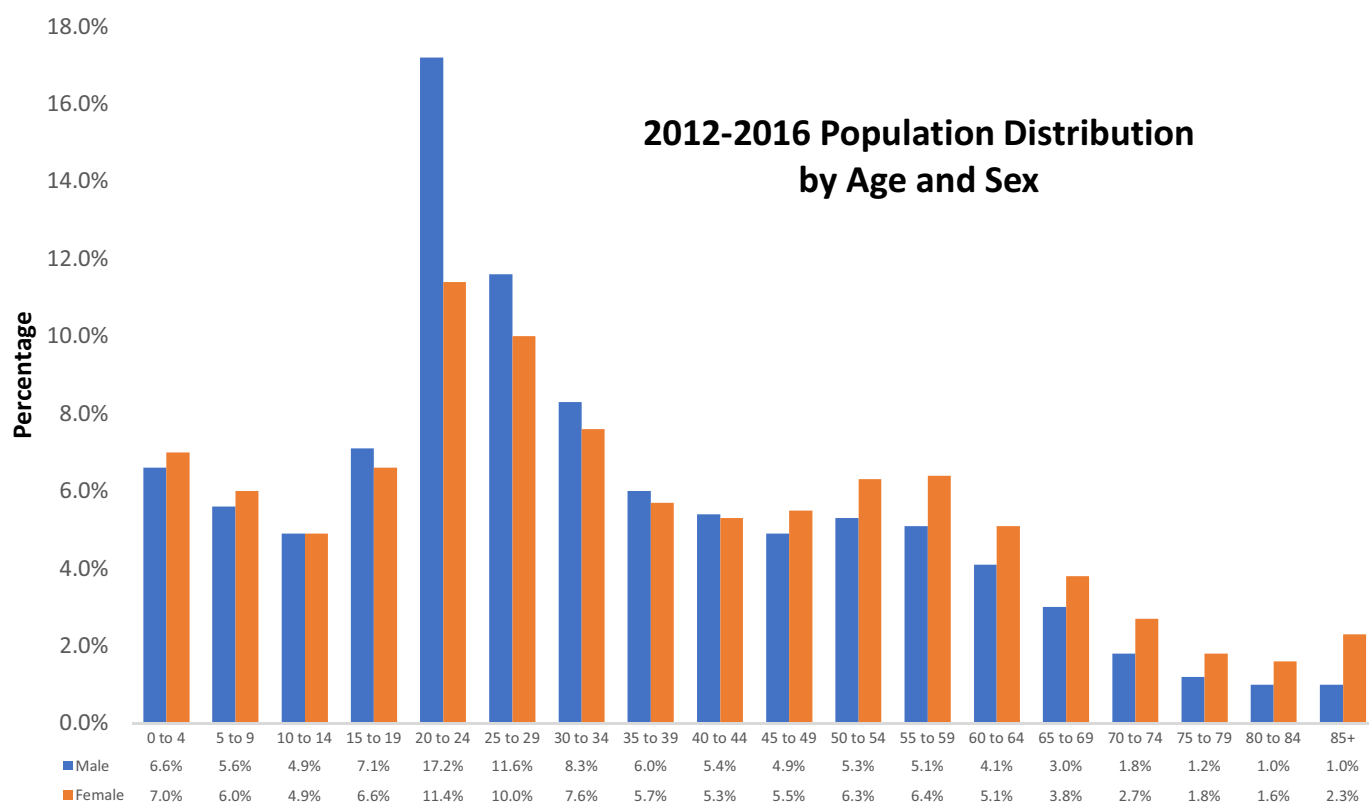
As shown in Table 7, the population of the city increased by 8,400 persons according to the 2010 decennial census, reversing four decades of population decline. Norfolk is the second most populous city in Virginia.

Table 7: Population Trend Comparison, 1960-2010

Year	City of Norfolk		Commonwealth of Virginia		United States	
	Number	Percent	Number	Percent	Number	Percent
1960	305,872	--	3,966,949	--	179,323,175	--
1970	307,951	0.7%	4,648,494	17.2%	203,211,926	13.3%
1980	266,979	-13.3%	5,346,818	15.0%	226,545,805	11.5%
1990	261,229	-2.2%	6,187,358	15.7%	248,709,873	9.8%
2000	234,403	-10.3%	7,078,515	14.4%	281,421,906	13.2%
2010	242,803	3.6%	8,001,024	13.0%	308,745,538	9.7%

Source: U. S. Department of Commerce, Bureau of the Census; Decennial Census

Table 8: Population Distribution by Age and Sex



Source: U.S. Census Bureau, 2012-2016 American Community Survey estimates

STUDENT POPULATION

Table 9: Norfolk Public Schools Student Population, 1996-2017

School Year	Average Daily Membership (March 31)	Change	Percent Change
1996-1997	35,677	618	1.8%
1997-1998	35,923	246	0.7%
1998-1999	35,709	-214	-0.6%
1999-2000	35,326	-383	-1.1%
2000-2001	35,000	-326	-0.9%
2001-2002	34,408	-592	-1.7%
2002-2003	34,089	-319	-0.9%
2003-2004	34,030	-59	-0.2%
2004-2005	33,708	-322	-0.9%
2005-2006	33,472	-236	-0.7%
2006-2007	32,929	-543	-1.6%
2007-2008	32,213	-716	-2.2%
2008-2009	31,639	-574	-1.8%
2009-2010	31,176	-463	-1.5%
2010-2011	31,020	-156	-0.5%
2011-2012	30,498	-522	-1.7%
2012-2013	30,260	-238	-0.8%
2013-2014	29,859	-401	-1.3%
2014-2015	29,724	-135	-0.5%
2015-2016	29,606	-118	-0.4%
2016-2017	28,925	-681	-2.3%

Source: Norfolk Public Schools; Virginia Department of Education

EDUCATIONAL ATTAINMENT

Table 10: Educational Attainment

	Total	Male	Female
Population 18 to 24 years	45,650	27,760	17,890
Less than high school graduate	6.5%	5.8%	7.4%
High school graduate (includes equivalency)	33.9%	36.6%	29.8%
Some college or associates degree	54.3%	54.0%	54.8%
Bachelor's degree or higher	5.3%	3.6%	7.9%
Population 25 years and over	150,374	75,069	75,305
Less than 9 th grade	3.7%	3.5%	3.9%
9 th to 12 th grade, no diploma	8.8%	8.5%	9.1%
High school graduate (includes equivalency)	26.5%	27.6%	25.4%
Some college, no degree	26.1%	26.9%	25.4%
Associates degree	8.3%	7.4%	9.2%
Bachelor's degree	16.0%	15.2%	16.8%
Graduate or professional degree	10.6%	10.9%	10.3%

Source: U.S. Census Bureau, 2012-2016 American Community Survey

INCOME

Table 11: Per Capita Personal Income Comparisons, 2007-2016

Year	Norfolk	VA-NC MSA	Virginia	United States
2007	\$35,940	\$39,401	\$44,554	\$39,821
2008	\$36,040	\$40,639	\$45,707	\$41,082
2009	\$34,237	\$39,907	\$44,232	\$39,376
2010	\$34,503	\$40,627	\$45,340	\$40,277
2011	\$35,341	\$42,227	\$47,548	\$42,461
2012	\$36,302	\$43,494	\$49,302	\$44,282
2013	\$36,066	\$43,253	\$48,490	\$44,493
2014	\$37,010	\$44,607	\$50,157	\$46,494
2015	\$38,271	\$46,521	\$52,184	\$48,451
2016	\$38,484	\$47,019	\$52,957	\$49,246

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System

Note: 2007-2015 numbers updated at time of November 2017 data release, may not match previously cited figures.

Table 12: Household Income 2014-2016

Subject	City of Norfolk			Commonwealth of Virginia		
	2016 Estimate	2015 Estimate	2014 Estimate	2016 Estimate	2015 Estimate	2014 Estimate
INCOME AND BENEFITS						
Total households	87,910	87,819	87,760	3,120,692	3,106,895	3,083,820
Less than \$10,000	9.5%	11.2%	11.5%	5.6%	5.8%	5.9%
\$10,000 to \$14,999	6.1%	5.5%	6.5%	3.9%	3.8%	4.3%
\$15,000 to \$24,999	11.6%	10.9%	11.7%	7.8%	8.1%	8.3%
\$25,000 to \$34,999	11.7%	11.0%	11.7%	8.0%	8.3%	8.2%
\$35,000 to \$49,999	14.7%	15.2%	15.2%	11.8%	12.0%	12.0%
\$50,000 to \$74,999	18.9%	19.5%	17.0%	17.0%	17.4%	17.4%
\$75,000 to \$99,999	10.1%	9.8%	10.9%	12.8%	12.8%	12.9%
\$100,000 to \$149,999	9.8%	9.3%	9.8%	16.2%	16.0%	15.9%
\$150,000 to \$199,999	4.4%	4.2%	2.7%	7.6%	7.4%	6.9%
\$200,000 or more	3.1%	3.3%	3.0%	9.3%	8.4%	8.1%
Median household income	\$46,467	\$45,996	\$43,186	\$68,114	\$66,262	\$64,902

Source: 2014-2016 American Community Survey 1-Year Estimates

HOUSING AND CONSTRUCTION AVAILABILITY**Table 13: New Construction and Property Values, 2003-2017**

Fiscal Year	Residential Construction			Non-Residential Construction	
	Building Permits	Number of Units	Estimated Value (in thousands)	Building Permits	Estimated Value (in thousands)
2003	286	597	61,582	41	32,262
2004	506	766	83,525	71	14,658
2005	560	1,191	204,391	80	80,316
2006	531	1,058	133,053	60	165,989
2007	389	491	68,476	55	81,396
2008	277	815	101,212	35	102,714
2009	209	535	35,878	38	138,131
2010	191	621	58,729	35	104,922
2011	221	479	37,298	27	40,073
2012	268	371	39,360	26	116,401
2013	384	822	63,728	28	105,635
2014	432	1,393	93,072	33	37,575
2015	399	729	59,018	36	233,824
2016	384	881	74,377	20	91,171
2017	459	1,193	68,571	25	82,443

Source: City of Norfolk Department of City Planning

UNEMPLOYMENT

Table 14: Unemployment Rate Comparisons, 2008-2017

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
City of Norfolk	5.3	8.5	8.8	8.3	7.6	6.9	6.4	5.6	5.2	4.7
Hampton Roads MSA	4.2	6.9	7.6	7.3	6.8	6.2	5.7	4.9	4.6	4.2
Commonwealth of Virginia	3.9	6.7	7.1	6.6	6.0	5.7	5.2	4.4	4.1	3.8
United States	5.8	9.3	9.6	8.9	8.1	7.4	6.2	5.3	4.9	4.4

Sources: U.S. Bureau of Labor Statistics: Labor Force Statistics from the Current Population Survey and Local Area Unemployment Statistics (LAUS) series

Note: Not seasonally adjusted; figures represent annual averages. 2017 averages are preliminary estimates.

WAGES

Table 15: Distribution of Average Hourly Wage in Virginia, Top 20 Counties/Cities

Rank	Area Name	Total Average Employment	*Average Hourly Wage	Average Weekly Wage	*Average Annual Wage
1	Goochland County	16,380	\$44.58	\$1,783	\$92,716
2	Arlington County	177,088	\$41.05	\$1,642	\$85,384
3	Fairfax County	598,578	\$38.50	\$1,540	\$80,080
4	Alexandria City	93,572	\$35.95	\$1,438	\$74,776
5	Surry County	2,349	\$34.93	\$1,397	\$72,644
6	King George County	11,315	\$33.75	\$1,350	\$70,200
7	Falls Church City	12,109	\$32.50	\$1,300	\$67,600
8	Loudoun County	165,089	\$29.48	\$1,179	\$61,308
9	Manassas City	22,402	\$29.25	\$1,170	\$60,840
10	Richmond City	154,086	\$27.83	\$1,113	\$57,876
11	Charlottesville City	39,260	\$26.63	\$1,065	\$55,380
12	Prince George County	14,883	\$25.83	\$1,033	\$53,716
13	Hopewell City	7,694	\$25.53	\$1,021	\$53,092
14	Albemarle County	55,857	\$25.53	\$1,021	\$53,092
15	Fairfax City	19,133	\$25.28	\$1,011	\$52,572
16	Newport News City	97,641	\$24.83	\$993	\$51,636
17	Norfolk City	141,049	\$24.75	\$990	\$51,480
18	Portsmouth City	42,733	\$24.35	\$974	\$50,648
19	Rappahannock County	1,568	\$24.15	\$966	\$50,232
20	Henrico County	193,494	\$24.00	\$960	\$49,920

* Assumes a 40-hour week worked the year round.

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 3rd Quarter 2017

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Glossary



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GLOSSARY

Account: A record of public funds showing receipts, disbursements, and the balance.

Accounting Basis: The basis of accounting determines rules for recognition of income, expense, assets, liabilities, and equity (cash basis and accrual basis are the most widely known). The City of Norfolk operates on a budget basis under which most expenditure liabilities are recognized when incurred and most revenues are recognized when earned and billed. Adjustments from this budget basis are done for financial reporting purposes to conform to Generally Accepted Accounting Principles (GAAP).

Accrual Accounting: A generally accepted accounting method where revenue is recognized when earned and expenses when incurred. These revenues and expenses are recorded at the end of an accounting period even if cash has not been received or paid.

Ad Valorem Tax: A tax based upon the assessed value of real estate or personal property.

Americans with Disabilities Act (ADA): Federal legislation that prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public accommodations, commercial facilities, and transportation.

Amortization: Spreading out the cost of an intangible asset or debt over the useful life of the asset.

Annual Plan: A plan that identifies the annual funding of the city's priority community development projects and activities as outlined in the five-year Consolidated Plan.

Appropriation: An expenditure authorization granted by the City Council to incur obligations for specific purposes. Appropriations are usually limited to amount, purpose and time.

Approved Budget: The budget as formally adopted by City Council with legal appropriations for the upcoming fiscal year.

Assessed Valuation: The estimated dollar value placed upon real and personal property by the Real Estate Assessor and Commissioner of the Revenue, respectively, as the basis for levying property taxes. Real property is required to be assessed at full market value. Varying methodologies are used for assessment of defined classes of personal property to ensure uniformity and approximate fair market value.

Average Daily Membership (ADM): ADM is the total days in membership for all students over the school year divided by the number of days school was in session. This number is used by the state to calculate annual funding levels for local public schools.

Balanced Budget: A budget in which current expenditures are supported by current revenues.

Bond indenture: The formal agreement between a group of bond holders, acting through a trustee, and the issuer as to the term and security for the debt.

Bond Rating: In rating municipalities for the issuance of general obligation debt, credit rating agencies (Standard and Poor's, Moody's, Fitch) consider factors that are considered especially relevant to a government's "capacity and willingness" to repay its debt: The local economic base, including local employment, taxes, and demographics (for example, age, education, income level, and skills of the local population); Financial performance and flexibility, including accounting and reporting methods, revenue and expenditure structure and patterns, annual operating and budget performance, financial leverage and equity position, budget and financial planning, and contingency financial obligations, such as pension liability funding; debt burden; and administration attributes, including local

autonomy and discretion regarding financial affairs, background and experience of key administrative officials, and frequency of elections. Bond ratings impact the interest rate and the cost of debt service in the operating budget.

Bonds: A type of security sold to finance capital improvement projects. With “general obligation” bonds, the full faith and credit of the city, through its taxing authority, guarantee the principal and interest payments. The City of Norfolk has issued water and parking revenue bonds for which repayment is pledged from the revenues of those systems.

Broadband: Allows Internet access to consumers using one of several high-speed transmission technologies. Defined by the Federal Communications Commission (FCC) as download speed of 25 Mbps.

Budget: A policy setting document that outlines a financial plan for a specified period of time (fiscal year) that matches all planned revenues with expenditures for various municipal services.

Budget Strategies: Revenue increases and expenditure reductions, developed with participation across the organization, used to balance the budget.

Budget Transfer: An administrative means to move budget resources from one budget account to another.

Capital Improvement Plan (CIP): A five-year plan developed to guide spending for capital projects such as, but not limited to buildings, parks, streets, and their financing sources. The Capital Improvement Plan (CIP) budget is adopted as a one-year appropriation as part of the five-year plan to authorize expenditures for the projects in the first year of the plan.

Capital Lease: A direct substitute for purchase of an asset with borrowed money. It is a series of payments in return for use of an asset for a specified period of time. It transfers substantially all the benefits and risks inherent in the ownership of the property to the lessee.

Capital Outlay: Expenditures that result in the acquisition of or addition to fixed assets. Fixed assets generally are purchased from the equipment appropriation category to facilitate the maintenance of the fixed assets inventory.

Capital Projects: Projects for the purchase or construction of capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

Categorical Aid: Revenue received from the state or federal government designated for specific use by the local government. Examples of state categorical aid are Basic School Aid funds and the state's share of public assistance payments. An example of federal categorical aid is Impacted Area Aid grants that are to be used for education.

Central Appropriation: Programs and services the city provides not directly linked to a specific department, such as employee benefits, risk management, and transfers to other departments.

Charges for Service: Fees charged for various government operations that are based on a cost recovery model. Examples include garbage fees, sanitation and waste removal fees, parking fees, water fees, and storm water fees.

Children in Need of Services (CHINS): Youth who are referred by, but not limited to parents and schools for diversionary services such as family counseling, anger management, truancy prevention, and in some cases temporary residential placements. The goal is to provide services that would result in behavior modification to avoid entry into the juvenile justice system.

Children in Need of Supervision (CHINSUP): Youth placed on court-ordered, supervision after having received diversionary services. Court-ordered, community-based services may be residential or non-residential.

Coastal Community: A city, town, or neighborhood tied to a geographic area along the coast by economic, social, or other necessity.

Community Development Block Grant (CDBG): A federal funding source that allows local officials and residents flexibility in designing their own programs within a wide range of eligible activities. The CDBG program encourages more broadly conceived community development projects and expanded housing opportunities for people living in low and moderate-income households.

Community Development Fund: A fund that accounts for federal entitlement funds received under Title I of the Housing and Community Development Act of 1974. The Community Development Block Grant (CDBG) funds support public improvements and redevelopment and conservation activities within targeted neighborhoods and are developed as part of the Annual Plan.

Compensated Absences: A liability for vested vacation and sick leave benefits for employees recorded as general long-term obligations.

Component Units: Legally separate entities which are part of the city's operations. Component units are The School Board of the City of Norfolk, The Norfolk Redevelopment and Housing Authority, and the City of Norfolk Retirement Board.

Comprehensive Annual Financial Report (CAFR): The official annual financial report of the city. It includes financial statements prepared in conformity with GAAP and is organized into a financial reporting pyramid. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, required supplementary information, extensive introduction material and illustrative information about the city.

Comprehensive Annual Performance Evaluation Report (CAPER): A report prepared annually in compliance with grant funding requirements to the federal Department of Housing and Urban Development (HUD) for the Community Development Block Grant program, the HOME Investment Partnership Program, and the Emergency Shelter Grant (ESG) program.

Computer Aided Design and Drafting (CADD) System: Computer systems with input-tools for the purpose of streamlining drafting, documentation and design processes.

Computer Aided Dispatch (CAD) System: Computer systems supporting the Emergency Operations Center 911 response service areas as well as other areas of public safety.

Consolidated Plan: A three or five-year plan describing a community's needs, resources, priorities, and proposed activities to be undertaken with funding provided by the U.S. Department of Housing and Urban Development (HUD). The Consolidated Plan must include opportunities for resident input and is updated annually.

Constitutional Officers: Elected officials who head local offices as directed by the Constitution of Virginia. There are five constitutional officers in Norfolk with partial state funding coordinated by the State Compensation Board: the Commissioner of Revenue, the City Treasurer, the Clerk of the Circuit Court, the Commonwealth's Attorney and the Sheriff.

Contingency Fund: A budget account set aside for use by the City Manager in dealing with emergencies or unforeseen expenditures.

Contractual Service: Legal agreement between the city and an outside entity providing services that are mutually agreed and have binding terms.

Debt Service: The annual payment of principal and interest on the city's bonded indebtedness.

Deficit: The excess of an entity's or fund's liabilities over its assets (see Fund Balance). The excess of expenditures or expenses over revenues during a single budget year.

Department of Environmental Quality (DEQ): The state agency dedicated to protecting the environment of Virginia in order to promote the health and well-being of the citizens of the Commonwealth.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. The portion of a capital asset which is charged as an expense during a particular period for reporting purposes in proprietary funds. The capital outlay, rather than the periodic depreciation expense, is recorded under the modified accrual basis of budgeting and accounting.

Derelict Structure: A residential or nonresidential structure, that might endanger the public's safety or welfare, and has been vacant; boarded up; and not lawfully connected to electric, water, or sewer service from a utility service provider for a continuous period in excess of six months.

Direct Turnover (DTO) Transactions: Non-stock items ordered and turned over directly to customers. Items ordered are not a part of inventory.

Effectiveness: The degree to which goals, objectives and outcomes are achieved.

Efficiency: A measurement of an organization's performance based on operational outputs as measured by a comparison of production with cost.

Emergency Communications Center (ECC): The Emergency Communications Center serves as a central point to provide timely, accurate, and critical 24-hour communications with all field units (police, fire, and other emergency services).

Emergency Operations Center (EOC): A central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation to ensure the continuity of operations during an emergency.

Encumbrance: An obligation against appropriated funds in the form of a purchase order, contract, salary commitment, or other reservation of available funds.

Enterprise Funds: A separate fund used to account for operations financed and operated similar to private business enterprises. The cost expenses, including depreciation of providing goods or services to the general public on a continuing basis are to be financed or recovered primarily through user charges.

Expenditure: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payment has been made or not. Where accounts are kept on a cash basis, expenditure is recognized only when the cash payment is made.

Fiduciary Funds: Funds used to account for resources held for the benefit of parties outside the city. The fiduciary funds include the city's pension trust fund, the Commonwealth of Virginia agency fund, and the miscellaneous agency fund.

Financial Policy: The city's policy in respect to taxes, spending, and debt management as related to the provision of city services, programs and capital investment.

Fines and Forfeitures: Revenue received by a local government from court fines, forfeitures, and parking fines.

Fiscal Year (FY): The 12-month period to which the annual operating budget applies. At the end of the period, the city determines its financial position and results of its operations. The city's fiscal year is July 1 through June 30.

Fixed Assets: A long-term tangible piece of property a firm owns and uses in the production of its income and that is not expected to be consumed or converted into cash any sooner than one year's time. Buildings, real estate, equipment and furniture are examples of fixed assets.

Fleet Management Fund: A fund used to provide operating departments with maintenance, repair and service of the city's fleet of vehicles, heavy equipment, and miscellaneous machinery.

Freedom of Information Act (FOIA): State statute ensuring that residents of the Commonwealth have access to public records in the custody of a public body, its officers, and employees; and free entry to meetings of public bodies wherein the business of the people is being conducted. All public records and meetings shall be presumed open, unless an exemption is properly invoked.

Fringe Benefits: Employee benefits, in addition to salary, which may be paid in full or in part by the city or sponsored for employee participation at their individual expense. Some benefits, such as Social Security and Medicare (FICA), unemployment insurance, workers' compensation, and others are required by law. Other benefits, such as health, dental and life insurance are not mandated by law but are offered to employees by the city as part of their total compensation.

Full-Time Equivalent (FTE): The amount of time a position has been budgeted for in the amount of time a permanent, full-time employee normally works a year. Most full-time employees are paid for 2,080 hours a year. A position that has been budgeted to work less than full-time will work the number of hours which equate to that budgeted FTE amount; for example, a half FTE budgeted position can work 40 hours a week for six months, or 20 hours a week for one year.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording its assets, liabilities, fund balances/retained earnings, and revenues and expenditures/expenses.

Fund Balance: In the context of the city's budget discussions, fund balance refers to the undesignated General Fund Balance. This is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures not appropriated by City Council and has not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the city is able to cope with financial emergencies and fluctuations in revenue cycles. The General Fund balance also provides working capital during temporary periods when expenditures exceed revenues. The undesignated General Fund balance is analogous to the retained earnings of proprietary funds.

GEM Program: A city initiative operating under the guidelines of Commonwealth of Virginia's blight eradication legislation (VA Codes 58.1-3970.1 and 58.1-3965), which allows cities to acquire private property where nuisance abatement liens and/or delinquent taxes were not paid by their owners. The GEM Program acquires slum and blighted properties in the community to provide opportunities for redevelopment and revitalization of Norfolk's neighborhoods.

General Fund: The operating fund which finances the necessary day-to-day actions within the city through taxes, fees, and other revenue sources. This fund includes all revenues and expenditures not accounted for in specific purpose funds.

Generally Accepted Accounting Principles (GAAP): The common set of accounting principles, standards, and procedures that are used to complete financial statements.

General Obligation Bonds: Bonds pledging the full faith and credit of the city.

Geographic Information System (GIS): A system used to capture, manage, analyze, and display all forms of geographically referenced information. A team of employees is responsible for the design and deployment of this web-based application displaying information at the street, neighborhood, and planning district levels.

Global Position System (GPS): A system that providing specially coded satellite signals that can be processed in a GPS receiver, enabling the receiver to compute position, velocity and time. GPS is funded by and controlled by

the U. S. Department of Defense (DOD). While there are many thousands of civil users of GPS world-wide, the system was designed for and is operated by the U. S. military.

Goal: A long-range desirable development attained by time-phased objectives and designed to carry out a strategy.

Governmental Accounting Standards Board (GASB 34): A statement establishing the financial report standards for state and local governments. The financial statements should consist of management's discussion and analysis, basic financial statements, notes to the financial statements and supplementary information.

Governmental Accounting Standards Board (GASB 54): A statement establishing changes to the fund balance classifications and governmental fund type definitions.

Government Finance Officers Association (GFOA): An organization founded to support the advancement of governmental accounting, auditing and financial reporting.

Government Funds: Funds used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds. Government funds are reported using the current financial resources and the modified accrual basis of accounting.

Grant: A non-repayable fund disbursed by one party (grant makers), generally a government department, corporation, foundation or trust, to a recipient, for a specific project or purpose. There is typically an application process to qualify and be approved for a grant. This involves submitting a proposal to a potential funder, either on the applicant's own initiative or in response to a Request for Proposal from the funder. There are various types of grants awarded: (1) *block grant* is a consolidated grant of federal funds that a state or local government may use at its discretion for such programs as education or urban development; (2) *categorical grant* is given by the federal government to state and local governments on the basis of merit for a specific purpose; (3) *formula grant* is distributed to all states according to a formula generally for a specific purpose; and (4) *discretionary grant* awards funds on the basis of a competitive process with discretion to determine which applications best address the program requirements and are, therefore, most worthy of funding. Most recipients are required to provide periodic reports on their grant project's progress. There may be monitoring visits or audits of the grant once it is awarded and implemented to ensure accountability.

Healthcare Fund: A fund established to account for the receipt and disbursement of revenue from the Norfolk Health Consortium members, employees, and retirees for payments of claims, administrative costs and other expenses related to healthcare.

High-speed Internet: Interchangeable with "Broadband."

Institutional Network (iNet): An advanced fiber-based communications network that connects common stakeholders and includes video, data, and voice.

Insurance: A contract to pay a premium in return for which the insurer will pay compensation in certain eventualities such as fire, theft, or motor accident. The premiums are calculated so that, on average, they are sufficient to pay compensation for the policyholders who will make a claim together with a margin to cover administration cost and profit. In effect, insurance spreads the risk so that the loss by policyholder is compensated at the expense of all those who insure against it.

Internal Service Funds: Funds accounting for the financing of goods and services supplied to other funds of the city and other governmental units on a cost-reimbursement basis. The city's Fleet Management and Healthcare funds operate as internal service funds.

Key Goals and Objectives: A concise presentation of departmental outcome and/or efficiency goals and objectives for the budgeted fiscal year.

Legal Debt Margin: Limits how much debt an entity can issue. Article VII, Section 10 of the Virginia Constitution states: "No city or town shall issue any bonds or other interest-bearing obligations which, including existing indebtedness, shall at any time exceed ten percent of the assessed valuation of real estate in the city or town subject to taxation, as shown by the last preceding assessment of taxes."

Liability Insurance: Protection against risk of financial loss due to a civil wrong resulting in property damage or bodily injury.

Line Item: An account representing a specific object of expenditure. Line items are commonly referred to as the budget detail and account for the inputs related to an activity process or service.

Litigation: To carry on a legal contest by judicial process.

Local Composite Index (LCI): The Commonwealth's of Virginia's established formula to measure a locality's ability to fund public education. It determines each division's state and local share of Standards of Quality (SOQ) costs. LCI is used as a proxy to determine the "wealth" of a school division and its ability to pay for public education. It measures each local government's ability to generate revenue. Values range from below .2000 to .8000. The higher LCI, the more the locality has to provide support to public schools. For example, a division with a LCI value of .3000 pays 30 percent of the calculated cost of public education while the state pays 70 percent.

Long-term Goals: Identified expectations the organization has targeted to reach over a time period greater than three years.

Maintenance: The act of keeping capital assets in a state of good repair. It includes preventative maintenance, normal periodic repairs, replacement of parts or structural components, and other activities needed to maintain the asset to provide normal services and achieve its optimal life.

Major Funds: Funds whose revenue, expenditures/expenses, assets, or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and five percent of the aggregate of all governmental and enterprise funds in total. Major funds are reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.

Managed Competition: A process that allows government to test the market for improved service delivery and pricing options by allowing both public and private entities to compete for a contract.

Materials, Supplies and Repairs: A budget category that includes expenditures for supplies, contracted services, and equipment maintenance.

Modified Accrual Basis: The basis of accounting under which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

Net assets: Total assets minus total liabilities of an individual or entity.

Network Infrastructure: In information technology and on the internet, infrastructure is the physical hardware used to interconnect computers and users. Infrastructure includes the transmission media, including telephone lines, cable television lines, and satellites and antennas, and also the routers, aggregators, repeaters, and other

devices that control transmission paths. Infrastructure also includes the software used to send, receive, and manage the signals that are transmitted.

New Measure: A performance measurement the city has not captured or reported upon in previous years.

Norfolk Juvenile Detention Center (NJDC): A short-term, secured co-ed facility for court involved youth.

Norfolk Redevelopment and Housing Authority (NRHA): A governmental entity assisting the city with conservation and redevelopment activities, property rehabilitation, management of public housing programs, and services and programs for low and moderate income families within Norfolk communities.

Nuisance Abatement: The process to remedy code violations identified as an annoyance, inconvenience, or may present a public health and safety concern.

Objective: Something to be accomplished defined in specific, well-defined and measurable terms and is achievable within a specific timeframe.

One-time: A nonrecurring revenue or expenditure.

Operating Budget: An annual financial plan of operating expenditures encompassing all the fund types within the city, and the approved means of financing them. The operating budget is the primary tool by which most of the financing, acquisition, spending and service delivery activities of a government are planned and controlled.

Operating Revenues and Expenditures: Revenues and expenditures resulting from regular provision of scheduled services and/or the production and delivery of goods.

Ordinance: A formal legislative enactment by the City Council, which has the full force and effect of law within the boundaries of the city.

Outcome Measure: The results of an activity, plan, process, or program as presented for comparison with the intended or projected results.

Parking Facilities Fund: A fund used to account for the operations of the city-owned parking facilities.

Permanent Fund: A governmental fund type used to report resources legally restricted to earnings, not principal, to be used for purposes supporting the reporting government's programs.

Permanent Part-Time Position: A position regularly scheduled for no more than 30 hours per week.

Personal Property Tax: Taxes assessed each year by the Commissioner of Revenue's (COR) Office for all tangible personal property located within the City of Norfolk. A major set of tangible personal property taxed are motor vehicles.

Personnel Services: Compensation for direct labor of persons in the employment of the city and/or salaries and wages paid to employees for full-time, part-time, and temporary work, including overtime, shift differential, and similar compensation. The personnel services account group also includes fringe benefits paid for employees.

Program Catalog: A collaborative effort between the Office of Budget and Strategic Planning (OBSP) and city departments to clearly define what the city does and what it costs.

Proposed Budget: The budget formally submitted by the City Manager to the City Council for its consideration.

Proprietary Funds: Funds that account for operations similar to those in the private sector. These include the enterprise funds and internal service funds. The focus is on determination of net income, financial position and changes in financial position.

Public Amenities Fund: A Special Revenue fund designated for tourism and visitor destinations, improvements to existing cultural and entertainment facilities, and planning and preparation for new venues. Revenues are derived from one percentage point of the meals and hotel taxes.

Public Assistance: Federal, state, and local programs that provide a safety net (for example housing, medical assistance, money) for disadvantaged groups who lack the resources to provide basic necessities for themselves and their families.

Public-Private Partnership: A contractual agreement between the city and a private sector entity for the provision of public services or infrastructure. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. Rather than completely transferring public assets to the private sector, as with privatization, government and business work together to provide services with each party sharing in the risks and rewards potential in the delivery of the service and/or facility.

Purchased Services: Services, under contract with the city, provided to an individual or group of individuals by an enterprise.

Real Property Taxes: Revenue derived from the tax assessed on residential, commercial or industrial property.

Reserve: An amount set aside in a fund balance to provide for expenditures from the unencumbered balances of continuing appropriations, economic uncertainties, future apportionments, and pending salary or price increase appropriations and appropriations for capital outlay projects.

Resilience: The capacity of individuals, communities, and systems to survive, adapt, and grow in the face of stress and shocks.

Resources: Factors of production or service in terms of information, people, materials, capital, facilities, and equipment.

Revenue: The yield from various sources of income such as taxes the city collects and receives into the treasury for public use.

Revenue Anticipation Notes: A short-term debt security issued on the premise future revenues will be sufficient to meet repayment obligations. Securities are repaid with future expected revenues from the completed project which may come from sources like tolls or facility ticket sales.

Revenue Bonds: Limited liability obligations where revenues derived from the respective acquired or constructed assets are pledged to pay debt service.

Rolling Stock: The total number of transit vehicles in the city's fleet (for example vans, cars, buses, and vehicles used for support services).

Server: A computer or computer program that manages access to a centralized resource or service in a network.

Service: The on-going sequence of specific tasks and activities representing a continuous and distinct benefit provided to internal and external customers.

Service Quality: The manner or technique by which an activity was undertaken, and the achievement of a desirable end result (for example when filling a pothole there should be a service quality standard for how long that pothole should stay filled). Efficiency and effectiveness should be achieved within the context of a service quality standard. Measuring any one of these without the other two can cause problems in terms of getting an accurate assessment of performance.

Shared Expenses: Revenue received from the state for its share of expenditures in activities considered to be a state/local responsibility. Sources include the state's share of Norfolk Public Schools, Commonwealth's Attorney, Sheriff, Commissioner of the Revenue, Treasurer, Medical Examiner, and Registrar/Electoral Board expenditures.

Short-term Goals: Identified expectations an organization has targeted to reach over a time period between one and three years.

Southeastern Public Service Authority (SPSA): The organization that manages and operates solid waste transportation, processing and disposal programs and facilities for Norfolk, Portsmouth, Virginia Beach, Chesapeake, Suffolk, Franklin, Isle of Wight, and Southampton County.

Special Revenue Funds: Funds used to account for the proceeds of specific financial resources (other than expendable trusts or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. The individual Special Revenue funds are Cemeteries, Emergency Preparedness and Response, Golf Operations, Public Amenities, Storm Water Utility, Towing & Recovery, and Waste Management.

Staffing and Organization Redesign (SOR) Initiative: The effort to evaluate and appropriately allocate staff and positions throughout departments to improve productivity.

Standards of Quality (SOQ): The statutory framework that establishes the minimal requirements for educational programs for Virginia public schools.

Storm Water Best Management Practice (BMP): Methods designed to control storm water runoff incorporating sediment control and soil stabilization. Norfolk employs both structural (retention ponds) and nonstructural (education) methods of reducing the quantity and improving the quality of storm water runoff.

Storm Water Fund: A fund established to account for the operations of the city-owned environmental storm water management system.

Strategic Planning: The continuous and systematic process whereby guiding members of the city make decisions about its future, and develop procedures and operations to achieve the future to determine how success will be measured.

Strategic Priority: Each year, City Council identifies focus areas in need of enhanced service. Examples include: improving public education, addressing flooding, and economic diversification.

Supplemental Nutrition Assistance Program (SNAP): Provides financial assistance for food purchasing to low- and no-income individuals and families living in the United States. It is a federal aid program administered by the Food and Nutrition Service of the U.S. Department of Agriculture, and benefits are distributed by the individual states.

Surplus: The excess of an entity's or fund's assets over its liabilities (see also fund balance). The excess of revenues over expenditures or expenses during a single budget year.

Tax Base: All forms of wealth taxable under the city's jurisdiction.

Tax Increment Financing (TIF): A public method used to finance infrastructure projects through future gains in tax revenue within a designated district established by a City Council ordinance. These tax revenues are projected to grow as a result of the increase in the value of real estate within the designated district.

Technical Adjustment: A routine budget action occurring at the beginning of each budgetary cycle to adjust costs for such items as personnel (for example healthcare, retirement), contractual increase, prorated funding, and internal service fund charges.

Temporary Assistance to Needy Families (TANF): A block grant program to states that was designed to reform the nation's welfare system by moving recipients into work, promoting self-sufficiency and turning welfare into a program of temporary assistance.

Tipping Fee: The charge levied upon the quantity (calculated in tonnage) of waste received at a waste processing facility.

Total Maximum Daily Load (TMDL): A comprehensive pollution prevention initiative that has rigorous accountability measures (waste load allocations) to restore clean water in the Chesapeake Bay and its watershed.

Transaction: As pertains to the voter registrar, transaction is a measure of the number of computerized entries necessary to maintain voter registration and election records. Transaction totals vary depending on the number of elections and the quantity of voter-initiated activity.

Unfunded Requests: Enhancements or capital projects that were requested by departments, but not funded in the budget.

United States Department of Agriculture (USDA): The federal agency that leads the anti-hunger effort with the Food Stamp, School Lunch, School Breakfast, and the Women, Infants and Children (WIC) Programs.

Vector Borne: A disease or illness from an animal or insect that transmits a disease-producing organism from one host to another.

Vector Control: An effort to maintain order over animals and insects that transmit disease-producing organism from one to another.

Virginia Department of Transportation (VDOT): The state agency responsible for building, maintaining, and operating the state's roads, bridges, and tunnels.

Virginia Municipal League (VML): A statewide, nonpartisan nonprofit association of city, town and county governments established to improve and assist local governments through legislative advocacy, research, education and other services.

Virginia Pollution Discharge & Elimination System (VPDES): A permit from the state to discharge storm water to natural bodies of water since storm water, unlike sewage, is not treated.

Vision: An objective statement that describes an entity's most desirable future state. An organization's vision employs the skills, knowledge, innovation and foresight of management and the workforce to communicate effectively the desired future state.

Wastewater Utility Fund: A fund established to account for the operations of the city-owned wastewater system.

Water Utility Fund: A fund established to account for operations of the city-owned water system.

Working Capital: Current assets minus current liabilities. Working capital measures how much in liquid assets an entity has available to build its business or activity.

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Ordinances



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Form and Correctness Approved: *APM*By *[Signature]*
Office of the City Attorney

Contents Approved:

NORFOLK, VIRGINIA

By *[Signature]*
DEPT. Budget and Strategic Planning

Pursuant to Section 72 of the City Charter, I hereby certify that the money required for this item is in the city treasury to the credit of the fund from which it is drawn and not appropriated for any other purpose.

5,841,730
\$1,190,703,193

[Signature]
Director of Finance

HUD account
VARIOUS
Account
5/17/18
Date

ORDINANCE No. 47,229

R-1

AN ORDINANCE APPROPRIATING FUNDS FOR OPERATION OF THE CITY FOR THE FISCAL YEAR BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019, APPROPRIATING \$826,678 FROM THE LAND ACQUISITION/REVOLVING FUND BALANCE, APPROPRIATING U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) ENTITLEMENT GRANTS, AUTHORIZING SHORT-TERM EQUIPMENT FINANCING, INCREASING CERTAIN FEES, INCREASING THE REAL ESTATE PROPERTY TAX, INCREASING THE CIGARETTE TAX, INCREASING THE FLAT TAX ON TRANSIENT LODGING, PROVIDING A SUPPLEMENT FOR CERTAIN ELIGIBLE RETIREES AND REGULATING THE PAYMENT OF MONEY FROM THE CITY TREASURY.

- - -

WHEREAS, the City Manager submitted to the Council a proposed annual budget for the city for the fiscal year beginning July 1, 2018 and ending June 30, 2019, which has been amended by the Council, and it is necessary to make appropriations sufficient to fund said budget and to regulate the payment of money from the city treasury; now, therefore,

BE IT ORDAINED by the Council of the City of Norfolk:

Section 1:- That the amounts shown herein aggregating Eight Hundred Eighty Million Seven Hundred Eighty Eight Thousand Four Hundred Twenty Six Dollars (\$880,788,426) for the General Fund, Eighty Nine Million

One Hundred Forty Four Thousand Eight Hundred Sixty Five Dollars (\$89,144,865) for the Water Utility Fund, Thirty Two Million Four Hundred Ninety Five Thousand Nine Hundred Thirty Dollars (\$32,495,930) for the Wastewater Utility Fund, Sixteen Million Five Hundred Seventy Eight Thousand Two Hundred Ninety Four Dollars (\$16,578,294) for the Storm Water Utility Fund, One Hundred Three Million Nine Hundred Forty One Thousand Two Hundred and Four Dollars (\$103,941,204) for the Internal Service Funds, Twenty Four Million Twenty Thousand Eighty Three Dollars (\$24,020,083) for the Parking Facilities Fund, Two Million Thirty Seven Thousand One Hundred Twenty Three Dollars (\$2,037,123) for the Cemetery Services Fund, Six Million Seventeen Thousand Three Hundred Eighty Dollars (\$6,017,380) for the Emergency Preparedness and Response Fund, Fifteen Thousand Dollars (\$15,000) for the Golf Operations Fund, Twenty Million Four Hundred Fifty Two Thousand Two Hundred Fourteen Dollars (\$20,452,214) for the Waste Management Fund, Seven Million Six Hundred Ninety Eight Thousand Four Hundred and Nine Dollars (\$7,698,409) for the Public Amenities Fund, Five Million Eight Hundred Fifty Five Thousand Dollars (\$5,855,000) for the Tax Increment Financing Fund, One Million Six Hundred Fifty Nine Thousand Two Hundred Sixty Five Dollars (\$1,659,265) for the Towing and Recovery Operations Fund, or so much thereof as may be necessary, as set forth in the annual budget for the fiscal year July 1, 2018 - June 30, 2019, submitted by the City Manager and as amended by the Council and hereby adopted, are hereby appropriated, subject to the conditions hereinafter set forth in this ordinance, from the revenues of the city from all sources for the fiscal year July 1, 2018 - June 30, 2019, for the use of the several departments and funds established within the City Government, and for the purposes hereinafter set forth in said annual budget for the fiscal year July 1, 2018 - June 30, 2019 as follows:

Legislative	\$5,277,578
Executive	\$6,211,184
Department of Law	\$4,828,532
Constitutional Officers	\$48,529,865
Judicial	\$1,393,416
Elections	\$993,471
Department of Information Technology	\$16,884,625

Department Of Finance	\$5,753,018
Department Of General Services	\$25,864,300
Department Of Human Resources	\$3,672,938
Department Of City Planning	\$4,825,233
Department Of Neighborhood Development	\$4,476,031
Department Of Economic Development	\$2,474,122
Norfolk Public Libraries	\$12,411,417
Department Of Cultural Facilities, Arts And Entertainment	\$6,670,139
Virginia Zoological Park	\$4,475,993
Nauticus	\$4,121,447
Department Of Recreation, Parks And Open Space	\$17,838,501
Central and Outside Agency Appropriations	\$77,110,296
Norfolk Community Services Board	\$25,321,258
Office To End Homelessness	\$268,502
Department Of Public Health	\$3,617,181
Department Of Human Services	\$48,138,513
Department Of Police	\$75,717,773
Department Of Fire - Rescue	\$46,167,025
Department Of Public Works	\$27,896,256
Debt Service	\$71,493,862
Norfolk Public Schools	\$328,355,950
Total Appropriations General Fund - Operating Budget	\$880,788,426

Water Utility Fund	\$89,144,865
Wastewater Utility Fund	\$32,495,930
Parking Facilities Fund	\$24,020,083
Storm Water Utility Fund	\$16,578,294
Internal Service Funds	\$103,941,204
Cemetery Services Fund	\$2,037,123
Emergency Preparedness And Response Fund	\$6,017,380
Golf Operations Fund	\$15,000
Waste Management Fund	\$20,452,214
Public Amenities Fund	\$7,698,409

Tax Increment Financing Fund	\$5,855,000
Towing and Recovery Operations Fund	\$1,659,265
Total Operating Funds	\$1,190,703,193

Section 2:- That unless otherwise specified by Council, all taxes and fees heretofore levied shall continue from year to year including but not limited to the increase provided in Virginia Code Section 58.1-3321 which increase the council deems to be necessary.

Section 3:- That the salaries and wages set forth in detail in said annual budget, including for the City Manager, as amended, and for offices and positions which are not embraced within said compensation plan are hereby authorized.

The positions, except where the number thereof is not under the control of the Council, set forth in said annual budget, as amended, shall be the maximum number of positions authorized for the various departments, divisions, bureaus and funds of the city during the fiscal year July 1, 2018 - June 30, 2019 and the number may be changed during said fiscal year as authorized by the Council or City Manager.

Unless the city's compensation plan provides otherwise, changes in personnel occurring during said fiscal year in classifications embraced within the city's compensation plans shall be administered by the City Manager in accordance with the regulations for the administration of the plans.

In the event any personnel authorized in the preceding year's annual budget and appropriations are notified of release due to a reduction in force, reorganizations or workforce downsizing or the staffing and organization redesign effort, such positions are hereby authorized to continue in existence until such time as adopted procedures relating to reductions in force or work force downsizing, or the staffing and organizational redesign effort are completed and implemented in accordance with its terms and conditions. Unless the Council provides otherwise, the City Manager is hereby authorized to continue all benefits and salaries throughout the period of employment from appropriated funds for the positions aforesaid,

notwithstanding that said positions may or may not have been deleted in a department budget for the fiscal year July 1, 2018 - June 30, 2019.

The Council reserves the right to change at any time during said fiscal year the compensation, including pay supplements for constitutional officers, either before or after a change in basic salary is made by the State Compensation Board, and to abolish any office or position provided for in said annual budget, as amended, except such offices or positions as it may be prohibited by law from abolishing. The City Manager is authorized to make such rearrangements and reorganizations of positions and personnel services funds between the several departments, including funds named therein, as may best meet the uses and interests of the city.

No person shall acquire any vested interest in any compensation or supplement payable under this section beyond those actually paid.

Section 4:- That all payments from the appropriations provided for in this ordinance, including those from balances remaining on June 30, 2018, to the credit of appropriations for works, improvements or other objects which have not been completed or abandoned, except those works, improvements or other objects funded by Federal, State, or other organizational grants which are hereby encumbered, shall be made at such time as the City Manager may direct, unless otherwise specified by the Council. The City Manager is hereby authorized to apply for grants and awards during the fiscal year.

Section 5:- That within several departments, funds and activities, there are hereby appropriated sufficient amounts to cover the operation of all Internal Service Funds, including the Healthcare and Fleet Management Funds. Charges for services assessed against said departments, funds and activities by the Internal Service Funds shall be accumulated in the appropriate internal service fund and expended to cover the operating costs of such funds as provided in the annual budget.

Any unexpended balances in the amounts appropriated for the Healthcare Fund at the close of business on June 30, 2018, shall not revert to the surplus of the Healthcare Fund, but shall be carried forward on the

books of the Director of Finance and be available for expenditure in the succeeding year.

Section 6:- That the various amounts appropriated by this ordinance for the several groups, as set forth in the annual budget, as amended, are to be expended for the purposes designated by said groups, provided, however, that the City Manager or a designee may authorize the transfers between account groups within departments, funds or activities of the city and a record of such transfers shall be maintained by the Director of Finance.

The City Manager or a designee is authorized to transfer from any department, fund or activity which has an excess of funds appropriated for its use of the balance of the fiscal year to any department, activity or fund all or any part of such excess, or to cause such transfers to be made, a record of all such transfers shall be maintained by the Director of Finance.

Any unexpended balances in the amounts appropriated for the Department of Public Works Street Construction and Maintenance Projects, Public Amenities Fund, Tourism Infrastructure Repair, Poverty Commission, Housing Trust Fund, and the Norfolk Consortium at the close of business on June 30, 2018 shall not revert to the surplus of the General Fund, but shall be carried forward on the books of the Director of Finance and be available for expenditure in the succeeding year.

There are hereby appropriated the revenues from the fiscal year 2015 Five cent (\$0.05) cigarette tax increase and the fiscal year 2017 Five cent (\$0.05) cigarette tax increase for development initiatives. The City Manager is hereby authorized to expend \$520,000 of the revenues for debt service on the former J.C. Penny's building and \$96,600 of the revenues for previously authorized economic development incentive grants through the Economic Development Authority. The City Manager is hereby authorized to reserve the balance of the revenues supported by the cigarette tax increases, an estimated \$229,400, for the purpose of business retention, feasibility analysis, debt service, and other economic development activities subject to Council authorization for expenditure.

The City Manager shall provide to the City Council a mid-year budget update. Such mid-year budget update shall report the projected revenue and expenditure estimates for the entire fiscal year, receipt of unbudgeted revenues, and other major changes to the adopted budget.

There is hereby reserved in the General Fund Balance up to the amount of Forty Three Million One Hundred Eighteen Thousand Eight Hundred and Three Dollars (\$43,118,803) for the Unassigned General Fund Balance Reserve.

There is hereby reserved in the General Fund Balance the amount of Five Million Dollars (\$5,000,000) for the Risk Management Reserve.

There is hereby reserved in the General Fund Balance the amount of Five Million Dollars (\$5,000,000) for the Economic Downturn and Leveling Reserve.

There is hereby reserved in the General Fund Balance up to the amount of Five Million Two Hundred Eleven Thousand Nine Hundred Seventy One Dollars (\$5,211,971) in the revolving fund for strategic land acquisitions to be expended for future land acquisitions. Unless otherwise appropriated, the proceeds of future land sales shall be deposited in the Land Acquisition Fund during the fiscal year. Such deposits are hereby appropriated for future land acquisitions. Any unobligated appropriation in the Land Acquisition/Revolving Fund at the close of the fiscal year ending on June 30, 2018, is hereby reserved for the Land Acquisition/Revolving Fund to be expended for future strategic land acquisitions.

There is hereby appropriated from the Land Acquisition/Revolving Fund Balance the amount of Eight Hundred Twenty Six Thousand Six Hundred Seventy Eight Dollars (\$826,678) for the Capital Improvement Program.

There is hereby appropriated and authorized for expenditure the revenues, if and when received, from the fiscal year 2006 flat tax increase of one dollar (\$1.00) per room for each night of lodging at any hotel to the Norfolk Convention and Visitors Bureau (Visit Norfolk) for visitor promotion and advertising for conventions and tourism and from the fiscal year 2012 flat tax

increase of one dollar (\$1.00) per room for each night of lodging at any hotel to the Norfolk Consortium.

There is hereby appropriated and authorized for expenditure for the Parking Facilities Fund up to Two Million Thirty Thousand Two Hundred Eighty Three Dollars (\$2,030,283) from the Parking Facilities Rate Stabilization Fund.

There is hereby authorized, in accordance with guidelines established by the City Manager, the execution of warrants for the disbursement of any cash in banks credited to the City's Corporate Account to meet any properly authorized and approved payment chargeable to any account of the city.

Unless otherwise specified by any other provision of local, state or federal law, operating funds appropriated to Norfolk Public Schools that have not been expended or contractually obligated at the end of the fiscal year are deemed local dollars and shall revert to the city for re-appropriation by City Council.

There are hereby appropriated and authorized for expenditure the revenues from the fiscal year 2014 Two cent (\$0.02) real estate tax increase for the School Construction, Technology and Infrastructure Program. The City Manager is hereby authorized to expend and reserve the School Construction, Technology and Infrastructure Program supported by the Two cent (\$0.02) real estate tax increase to support the needs of Norfolk Public Schools. For the purposes of policy governing the allocation of local revenue to Norfolk Public Schools, this revenue is defined as a dedicated local tax, therefore, excluded from the revenue-sharing formula calculation. Any unexpended balances in the amounts appropriated shall not revert to the surplus of the General Fund, but solely be dedicated to the School Construction, Technology and Infrastructure Program and shall be carried forward on the books of the Director of Finance and appropriated and available for expenditure in the succeeding year.

The City Manager is hereby authorized to establish the Resilience Program supported by a One-cent (\$0.01) real estate tax increase to support the city's resilience initiatives. There is hereby appropriated and authorized for expenditure the revenue from the One-cent (\$0.01) real estate tax increase for this Program. For the

purposes of policy governing the allocation of local revenue to Norfolk Public Schools, this revenue is defined as a dedicated local tax, therefore, excluded from the revenue-sharing formula calculation. Any unexpended balances in the amounts appropriated shall not revert to the surplus of the General Fund, but solely be dedicated to the Resilience Program and shall be carried forward on the books of the City Controller and appropriated and available for expenditure in the succeeding year.

The City Manager is hereby authorized to establish the St. Paul's People First and Redevelopment Program supported by a One and nine-tenths (\$0.019) cent real estate tax increase to support the St. Paul's People First and Redevelopment initiatives. There is hereby appropriated and authorized for expenditure the revenue from the One and nine-tenths (\$0.019) cent real estate tax increase for this Program. For the purposes of policy governing the allocation of local revenue to Norfolk Public Schools, this revenue is defined as a dedicated local tax, therefore, excluded from the revenue-sharing formula calculation. Any unexpended balances in the amounts appropriated shall not revert to the surplus of the General Fund, but solely be dedicated to the St. Paul's People First and Redevelopment Program and shall be carried forward on the books of the City Controller and appropriated and available for expenditure in the succeeding year.

Section 7:- That the FY 2019 Annual Plan, (Consolidated Plan Fiscal Years 2017-2021) for the Community Development Block Grant Program, HOME Investment Partnership Program and Emergency Solutions Grant Program, having been reviewed and found to be in the best interests of the city, is hereby approved.

Section 8:- That, if and when made available from the U.S. Department of Housing and Urban Development (HUD), the sum of up to Three Million Nine Hundred and One Thousand Thirty Four Dollars (\$3,901,034) is hereby appropriated and authorized for expenditure for the Community Development Block Grant Program (2018-2019) from the Community Development Block Grant.

Section 9:- That the sum of Six Hundred Seventy Seven Thousand, Eight Hundred Ten Dollars (\$677,810) is hereby appropriated and authorized for expenditure for

the Community Development Block Grant Program (2018-2019) if and when such re-programmed funds are made available from the remaining balances of certain identified Community Development Block Grant activities.

Section 10:- That, if and when made available from the U.S. Department of Housing and Urban Development (HUD), the sum of up to Nine Hundred Fourteen Thousand Five Hundred Ninety Three Dollars(\$914,593) is hereby appropriated and authorized for expenditure for the HOME Investment Partnership Program (2018-2019) from the HOME Investment Partnership Program Grant.

Section 11:- That, if and when made available from the U.S. Department of Housing and Urban Development (HUD), the sum of up to Three Hundred Forty Eight Thousand Two Hundred Ninety Three Dollars (\$348,293) is hereby appropriated and authorized for expenditure for the Emergency Solutions Program (2018-2019) from the Emergency Solutions Grant.

Section 12:- That the City Manager is designated as the certifying officer and authorized representative of the City of Norfolk and shall provide the assurance required by the provisions of the Housing and Community Development Act of 1974, as amended, and the regulations adopted pursuant to such Act.

Section 13:- That the City Manager is further authorized and directed to give to the U.S. Department of Housing and Urban Development (HUD) and the Comptroller General, through any authorized representative, access to and the right to examine all records, books, papers, documents and other materials which are related to the grant funds and is further authorized and directed to do all things necessary and proper to apply for, accept, receive and modify current and prior year grant funds to carry out the program.

Section 14:- That the Council hereby finds and determines that based on current conditions in the municipal bond market, it is in the city's best interest to issue short-term general obligation bonds or notes (the "Short-Term Equipment GOBs") to finance acquiring various items of personal property, including but not limited to computers, ambulances, fire trucks, refuse trucks and other vehicles (the "Equipment") appropriate and necessary for the efficient operation of the city.

"Short-term" means a term to maturity of ten (10) or fewer years. The cost of any new Equipment to be acquired through the issuance of Short-Term Equipment GOBs shall not exceed Ten Million Dollars (\$10,000,000).

No Short-Term Equipment GOBs may be issued before the Council provides authorization therefor following notice and a public hearing held under Virginia Code Section 15.2-2606 of the Public Finance Act of 1991.

That, if prior to issuing Short-Term Equipment GOBs to finance all or any portion of the Equipment, the City Manager, in consultation with the Director of Finance, determines that it is advisable to finance the acquisition in an alternative manner, the City Manager, with the approval of Council, is hereby authorized to execute and deliver on behalf of the city nongeneral obligation bonds, notes, term loan agreements, a master equipment lease agreement or other similar financing agreement (the "Alternative Short-Term Equipment Financing"), to execute and deliver such instruments, agreements, documents or certificates and to do and perform such things and acts, as the City Manager shall deem necessary or appropriate to carry out the transactions relating to the Alternative Short-Term Equipment Financing authorized by this ordinance, including to solicit and accept proposals to provide Alternative Short-Term Equipment Financing that the City Manager determines to be in the city's best interest and all of the foregoing, previously done or performed by such officers or agents of the city, are hereby in all respects approved, ratified and confirmed.

Should the City Manager determine that it is in the city's best interest to enter into Alternative Short-Term Equipment Financing, the Alternative Short-Term Equipment Financing shall bear interest at a rate not exceeding Six and a Half Percent (6.5%), shall have a final term to maturity not in excess of ten (10) years and shall not exceed Ten Million Dollars (\$10,000,000). The obligation of the city to make payments under any Alternative Short-Term Equipment Financing is subject to appropriation each year by the Council and nothing in this ordinance or the Alternative Short-Term Equipment financing shall constitute a debt or pledge of the faith and credit of the city.

The payment of FY 2019 debt service on prior Short-Term Equipment GOBs and any FY 2019 Alternative Short-Term Equipment Financing is part of the Debt Service Appropriation.

This ordinance represents a declaration of "official intent" under Treasury Regulations Section 1.150-2.

Section 15:- That the schedule of fees set forth below is hereby adopted for all those applications seeking any review or approval for any of the activities arising under the regulations of the Norfolk Zoning Ordinance that are listed therein, and that the Director of the Department of Planning is hereby authorized and directed to publish said schedule of fees.

Fee Schedule for Planning and Zoning Applications

Application Type or Request	Fee
Processing Fee (To be added to the fee established for each of the applications and requests itemized below)	\$15
Conditional Use Permit	\$1,065
Rezoning/conditional rezoning	\$1,360
Zoning text amendment	\$900
General plan amendment:	
With concurrent application	No additional fee
Without concurrent application	\$1,050
Street closure	\$100
Variance/appeal to Board of Zoning Appeals (BZA):	
Standard	\$255
After-the-fact	\$540
Certificate of Appropriateness (COA):	
Standard	No fee
After-the-fact	\$825
Design Review (under Norfolk City Code section 32-63)	\$405
Development certificate:	
With waiver(s)	\$420
Without waiver(s)	\$80
Non-standard lot	\$510

Ownership review request/Buildable lot letter	\$100
Zoning compliance letter	\$80
Zoning compliance review (new process for 2018 Zoning Ordinance)	\$80
Site plan	\$770
Chesapeake Bay Preservation Area (CBPA) review:	
Single-family	\$205
Single-family addition	\$120
Land disturbance permit:	
Single-family	\$165
Other than single-family	\$615
Environmental permit:	
Standard wetlands permit	\$480
After-the-fact wetlands permit	\$975
Tree permit in Chesapeake Bay Area on private property:	
Standard	No fee
After-the-fact	\$50
Moving Storage Container Registration:	
Located for up to 2 weeks	No fee
Located for longer than 2 weeks	\$15/week (after first 2)

Section 16:- That Section 11.1-3 of the Norfolk City Code, 1979, entitled "Fee schedules", is hereby amended and reordained so as to read as follows:

Sec. 11.1-3 Fee Schedules.

As provided for by section 36-105, Code of Virginia, 1950, as amended, the city council levies certain fees for plan examination, permits, inspections and to defray the costs of enforcement and appeals under the Uniform Statewide Building Code. A schedule of fees is set forth in the table below, entitled "Building Permit Fee Schedule," and the final amount of each fee that shall be charged for each activity shall be computed by identifying the fee shown in the schedule and then increasing it by two percent (2%) to support training programs of the Building Code Academy, as required under

section 36-137, Code of Virginia, 1950, as amended,
and also by \$15 for processing.

Building Permit Fee Schedule

Permitting Activity	Fee
Administrative Fees	
Minimum Permit Fee (Building and PME only)	\$50
Administrative Fee for work begun without a permit	\$150
Appeal to the Board of Building Code Appeals	\$75
Re-inspection Fee	\$50
Changes or corrections to the application or approved plans	\$50
Certificate of Occupancy or Certificate of Compliance	\$50 (no charge when issued in connection with building permit)
Temporary C.O. for 30 days	\$600 (plus \$600 for each additional 30 days, if granted)
Building Plan Review Fees	
New Construction, Alterations, and Repairs	
0 - 2,500 sq. ft.	\$35
2,501 - 5,000 sq. ft.	\$75
5,001 sq. ft. - Unlimited	\$100
Fire Protection Systems (includes all Fire Protection Systems and Alarms)	\$75
Swimming pools, commercial fences, riprap, bulkheads, piers and similar accessory structures (includes signs, communication towers, pump stations, vaults)	\$50

Building Permit/Inspection Fees	
Residential	
New Construction (includes additions that increase the gross area of the existing structure)	\$0.15/sq. ft.
Alterations/Repairs	\$100 (flat fee)
Accessory Structures	\$0.15/sq. ft.
Commercial/Other	
New Construction (including additions), Alterations, and Repairs	\$0.16/sq. ft.
Demolition (any building or structure)	\$50 each
New Hydraulic and Traction Elevators, Escalators (Acceptance Tests)	
Hydraulic Elevators	\$250 per unit
Traction Elevators	\$350 per unit
Escalators/Moving Walkways	\$350 per unit
Miscellaneous Elevators (chair lifts, dumbwaiters, pneumatics, material lifts, etc.)	\$250 per unit
Elevator Maintenance Certificates	
Annual Elevator Certificate	\$80 per unit
5 Year Elevator Certificate	\$100 per unit
Fire Protection Systems (New/Existing Sprinkler Systems)	\$100 per system or alarm
Piers and Bulkheads	
Residential bulkhead without tiebacks, and/or open pile pier up to 100 linear feet	\$50 (plus \$50 for each additional 100 linear feet or fraction thereof)
Residential bulkhead with tiebacks, and riprap up to 100 linear feet	\$75 (plus \$75 for each additional 100 linear feet or fraction thereof)

	thereof)
Commercial bulkhead and piers	\$50 plus \$1 per linear foot
Porches and Decks (uncovered, one-story)	
Up to 100 sq. ft.	\$50
101 - 400 sq. ft.	\$100
401 sq. ft. and above	\$125
Re-roof and Siding	
Residential	No permit required
Commercial	\$150 (flat fee)
Signs	
Any new sign	\$80
Alteration or modification of a sign	\$50
Swimming Pools (Plumbing and Electrical Permits may also be required)	
Above ground pool	\$50
In-ground pool	\$125
Pool barrier	\$50
Tents (901 sq. ft. or greater and Other Temporary)	\$50
Communication Tower	\$50
Amusement Devices and Rides	
Mechanical rides/device inspections	\$50
Small mechanical rides or inflatable amusement devices/device inspections (per Code of Virginia sections 36-98.3 and 36-105)	\$35
Tower Cranes	\$250
Electrical Fee Schedule	
Electrical Service (Single-Phase or Three Phases)	

0 - 200 AMP	\$50
201 - 400 AMP	\$100
401 - 600 AMP	\$150
Each additional 100 AMP up to 1000 AMP	\$25
Each additional 100 AMP over 1000 AMP without limit	\$50
For each piece of equipment and each circuit or feeder installed, extended, relocated, or repaired	\$3 per circuit up to 100 circuits, then \$4 per circuit
Miscellaneous	
Pool Grounding	\$50
Temporary Release	\$50
Temporary Electrical Construction Pole	\$50
Mechanical Fee Schedule	
<ul style="list-style-type: none"> • Burner Replacement • Chiller • Cooling Tower/Water Tower • Grease Duct • Commercial Hoods • Condensate • Hydronic Piping (each zone) • Incinerator/Crematory • Prefab Gas Fireplace • Wood Stove, Fireplace Insert • Gas Logs • Replacement for Chimney or Vents 	\$40 each
<ul style="list-style-type: none"> • Air Conditioning Equipment • Boiler • Combination Unit (gas, oil, electric) • Furnace • Heat Pump • Space Heater • Replacement Water Heater 	\$20 each

<ul style="list-style-type: none"> • Gas Line • Regulated equipment not addressed 	
<ul style="list-style-type: none"> • Air Handler • Commercial Clothes Dryer • Kitchen Cooking Equipment • Refrigerator Equipment (\$10 per compressor) • Dispenser (pump) 	\$10 each
<ul style="list-style-type: none"> • Air Distribution System • Exhaust Duct System • Fan Exhaust • Make Up Air (Ventilation) • Fire/Smoke Dampers • Fueling Piping System (gasoline and oil) • Gas Light • Residential Hood/Duct • Residential Dryer • VAV Box • Ventilation Duct System • Medical Gas Piping • Residential Bath Fan (\$5 each) • Residential Bathroom Exhaust Duct 	\$5 each
Plumbing Fee Schedule	
Plumbing Equipment/Fixtures/Piping Systems (indoor)	\$7 per fixture/device/system
Plumbing Site Work (outdoor)	\$20 per sewer/storm drain/service line
Backflow Device	\$20 per device
Sewer Caps	\$50 each
Refunds	

Inspections Completed - Percentage of Refund Allowed	
Building Foundation Inspection	75%
Building Framing Inspection	25%
Electrical, Mechanical, Plumbing Rough-In	40%

Section 17:- That Chapter 12, Article IV, Sections 12-266, 12-267, 12-268, 12-269, 12-270, 12-275, 12-290.1, 12-190.3(1) through (7) and 12-290.4 of the Norfolk City Code, 1979, are hereby amended and reordained, and Sections 12-274, 12-276, and 12-290.2 are hereby added so as to read as follows:

**ARTICLE IV. - SERVICE CHARGES AND LOT OR GRAVE
PRICES**

DIVISION 1. - GENERALLY

**Sec. 12-266 Charges for grave openings and
 closings-Mausoleum burials.**

The charges for opening and closing graves for mausoleum burials in the city cemeteries shall be as follows:

- (1) *Regular crypt-Public mausoleums* -Monday through Friday, 8:30 a.m. to 4:00 p.m.: the fee shall be seven hundred fifty dollars. (\$750.00).
- (2) *Ash crypt-Public mausoleums* -Monday through Friday, 8:30 a.m. to 4:00 p.m.: the fee shall be six hundred dollars (\$600.00).
- (3) *Servicing burial-Private mausoleum* -Monday through Friday, 8:30 a.m. to 4:00 p.m.: the fee shall be five hundred dollars (\$500.00).
- (4) *Regular crypt-Public mausoleums* -Saturday: the fee shall be eight hundred fifty dollars (\$850.00).
- (5) *Ash crypt-Public mausoleums* -Saturday: the fee shall be seven hundred dollars (\$700.00).

- (6) *Servicing burial-Private mausoleum* - Saturday: the fee shall be six hundred dollars (\$600.00).
- (7) *Regular crypt-Public mausoleums* -Sunday and holidays: the fee shall be nine hundred fifty dollars (\$950.00).
- (8) *Ash crypt-Public mausoleums* -Sunday and holidays: the fee shall be eight hundred dollars (\$800.00).
- (9) *Servicing burials-Private mausoleum* -Sunday and holidays: the fee shall be seven hundred dollars (\$700.00).

Sec. 12-267 Same-Ground burials.

The charges for opening and closing graves for ground burials in the city cemeteries shall be as follows:

- (1) Adult grave-Monday through Friday, 8:30 a.m. to 4:00 p.m.: the fee shall be one thousand dollars (\$1,000.00).
- (2) Child under twelve (12) years-Monday through Friday, 8:30 a.m. to 4:00 p.m.: the fee shall be three hundred dollars (\$300.00). For a child twelve (12) years or over, adult prices shall be charged.
- (3) Ash opening-Monday through Friday, 8:30 a.m. to 4:00 p.m.: the fee shall be six hundred dollars (\$600.00).
- (4) Adult grave-Saturday: the fee shall be one thousand two hundred dollars (\$1,200.00).
- (5) Child under twelve (12) years-Saturday: the fee shall be four hundred dollars (\$400.00).
- (6) Ash opening-Saturday: the fee shall be seven hundred dollars (\$700.00).

- (7) Adult grave-Sunday and holidays: the fee shall be one thousand three hundred dollars (\$1,300.00).
- (8) Child under twelve (12) years-Sunday and holidays: the fee shall be five hundred dollars (\$500.00).
- (9) Ash opening-Sunday and holidays: the fee shall be eight hundred dollars (\$800.00).

**Sec. 12-268 Charges for disinterments-
Mausoleums.**

The charges for mausoleum disinterments at city cemeteries shall be as follows:

- (1) Regular crypt-Public mausoleum ...\$950.00.
- (2) Ash crypt-Public mausoleum\$800.00.

Sec. 12-269 Same-Ground.

The charges for ground disinterments at city cemeteries shall be as follows:

- (1) Adult\$1,300.00.
- (2) Child under twelve (12) years\$500.00.

For a child twelve (12) years or over adult prices shall be charged.

- (3) Ashes\$800.00.

**Sec. 12-270 Fee for transfer of lots or grave
sites.**

The cemetery superintendent shall charge and collect a fee of one hundred dollars (\$100.00) for the transfer of ownership of any lot or grave site previously sold.

There shall be an additional fee of one hundred dollars (\$100.00) per grave for the transfer of ownership of any grave sold prior to March 11, 1969, in Forest Lawn, Calvary, Elmwood, Cedar Grove, West Point, Hebrew, and Magnolia

cemeteries for which there has been no previous endowed care fund contributions.

Sec. 12-274 Charges for tents.

- (1) One (1) tent shall be provided at no charge for committal services, subject to weather conditions.
- (2) The charge for additional tents shall be seventy-five dollars (\$75.00) per tent.

Sec. 12-275 Charges for installation of foundations.

The charge for the installation of a foundation for a gravestone, marker, monument or other such structure shall be one dollar (\$1.00) per square inch of the base surface. There shall be a minimum charge of one hundred twenty-five dollars (\$125.00) for the installation of upright markers supplied by the Veterans Administration. Payment shall be made upon application for a foundation.

Sec. 12-276 Charge for each additional right of interment.

The charge for each additional right of interment shall be four hundred dollars (\$400.00).

DIVISION 2. - LOT OR GRAVE PRICES

Sec. 12-290.1 Prices for adult graves in city cemeteries.

Except as otherwise provided, the price of adult graves in Calvary Cemetery, Hebrew Cemetery, and Riverside Memorial Park shall be one thousand two hundred dollars (\$1,200.00) per single-grave lot, two thousand four hundred dollars (\$2,400.00) per two-grave lot, for graves requiring flush, ground-level markers, and one thousand four hundred dollars (\$1,400.00) per single-grave lot, two thousand eight hundred dollars (\$2,800.00) per two-grave lot, for graves permitting upright markers. Except as otherwise provided, the price for adult graves in Forest Lawn Cemetery shall be one thousand four hundred dollars (\$1,400.00) per

single-grave lot, two thousand eight hundred dollars (\$2,800.00) per two-grave lot, for graves requiring flush, ground-level markers, and two thousand dollars (\$2,000.00) per single-grave lot, four thousand dollars (\$4,000.00) per two-grave lot, for graves permitting upright markers.

Sec. 12-290.2 Price for child's grave in city cemeteries.

Except as otherwise provided, the price of a grave for a child in Cedar Grove Cemetery, Elmwood Cemetery, Forest Lawn Cemetery, Calvary Cemetery, Magnolia Cemetery, West Point Cemetery and Riverside Memorial Park shall be three hundred dollars (\$300.00).

Sec. 12-290.3 Special prices—Forest Lawn Cemetery.

Notwithstanding the provisions of section 12-290.1, the following prices shall be charged for lots and graves in Forest Lawn Cemetery:

- (1) Lots 1 through 40 Pine Gardens III; lots 344 through 369 Fir II; lot 458, lots 467 through 483, lots 505 and 506, and lots 529 through 571 Center Park North: one thousand five hundred dollars (\$1,500.00) per grave.
- (2) Lots 1 through 58 David's Garden III; lots 393 through 410 in Block B and lots 397 through 414 in Block C of Tree of Life IV; lots 427 through 437 Pine Gardens III; lots 713 through 720 Fir Lawn II: two thousand four hundred dollars (\$2,400.00) per single-grave lot, four thousand eight hundred dollars (\$4,800.00) per double-grave lot and nine thousand six hundred dollars (\$9,600.00) per quadruple-grave lot.
- (3) Lots 331 through 382 Fir II; lots 41 through 80 Pine Gardens III; lots 450 through 457, lots 459 through 466, lots 484 through 504 and lots 507 through 528 Center Park North: two thousand dollars (\$2,000.00) per single-grave lot and four thousand dollars (\$4,000.00) per double-grave lot.

- (4) Mausoleum sites: Twenty dollars (\$20.00) per square foot.
- (5) Ash niches: Holly Circle—One thousand eight hundred dollars (\$1,800.00) per niche.
- (6) Ash niches: Pine Circle—Two thousand five hundred dollars (\$2,500.00) per lot.
- (7) Lots 1 through 13, 15, 16, 18 through 24, 26, 27, 30 through 32, 43, 44, 47 through 50, 52 through 56 and 259 through 286 in Block A; Lots 355 through 386 in Block B; Lots 1 through 3, 6 through 9, 11 through 18, 21 through 24, 26 through 30, 33 through 38, 41 through 45, 48 through 52, 54 through 59, 426, 442, 467 through 507 in Block C; and Lots 1 through 25, 48 through 65, 66 through 85, 189, 190, 221, 222, 337, 338, 369, 370 and 474 through 484 in Block D Northwest Lawn, which will be two thousand four hundred dollars (\$2,400.00) per grave.

Sec. 12-290.4 Special prices—Magnolia Cemetery.

Notwithstanding the provisions of section 12-290.1, the following price shall be charged for lots and graves in Magnolia Cemetery: one thousand four hundred dollars (\$1,400.00) per grave.

Section 18:- That subsections (b) and (c) of Section 17.1-45 of the Norfolk City Code, 1979, are hereby amended and reordained, and to add subsections (d) and (e) so as to read as follows:

Sec. 17.1-45 Fire inspection and permit fees and requirements.

(b) *Inspection fees and requirements.* A fee as set forth herein shall be paid for each initial inspection. For each second or subsequent inspection, a fee of fifty dollars (\$50.00) shall be paid. The fire official may waive inspection fees if he determines that the inspection will be limited in scope. Such waiver shall not apply to any other fees assessed for inspections under this code or Zoning Ordinance. For purposes of this

section, "commercial unit" shall mean an establishment which is not used entirely for residential purposes.

Commercial unit 0-999 square feet	\$50.00
Commercial unit 1000-5,000 square feet	\$75.00
Commercial unit 5,000-10,000 square feet ..	\$100.00
Commercial unit 10,001-20,000 square feet .	\$125.00
Commercial unit 20,001-50,000 square feet .	\$225.00
Commercial unit 50,001-100,000 square feet	\$275.00
Commercial unit 100,001-200,000 square feet	\$325.00
Commercial unit greater than 200,001 square feet	\$375.00

(c) *Fire permit fees.* A fire permit shall be obtained from the fire official and the following fees paid for the specified uses and activities:

Outdoor fire works display per day of display	\$100.00
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Abandoned storage tanks and underground storage tanks not in use for more than ninety (90) days, per tank.....	\$75.00
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Aviation facilities for group H or group S occupancy for aircraft servicing or repair and aircrafts fuel-servicing vehicles.....	\$75.00
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Carnivals and fairs.....	\$75.00
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Combustible dust-producing operations....	\$75.00
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Combustible fibers storage and handling in quantities greater than one hundred (100) cubic feet.....	\$75.00
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Cutting and welding.....	\$75.00
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Dry cleaning plants for dry cleaning or to change
 to a more hazardous cleaning solvent used in
 existing dry-cleaning equipment..... \$75.00

Demolition..... \$75.00

Explosives or explosive material manufacturing,
 storage, handling, sale, or use in any quantity
 \$75.00

Fruit and crop ripening..... \$75.00

Fumigation and thermal insecticidal fogging
 \$75.00

Hazardous materials storage, transport,
 dispensing, or handling..... \$75.00

Hazardous production materials storage... \$75.00

High-piled storage exceeding five hundred (500)
 square feet..... \$75.00

Hot work operations for cutting, welding,
 brazing, soldering, grinding, thermal spaying
 [spraying], thawing pipe, installation of torch-
 applied roof systems or other similar operations
 \$75.00

Indoor fireworks or pyrotechnic display per
 event..... \$75.00

Industrial ovens..... \$75.00

Liquid- or gas-fueled vehicles or equipment
 storage in building..... \$75.00

Miscellaneous combustible storage for storage in
 any building or upon any premises in excess of
 two thousand five hundred (2,500) cubic feet
 gross volume of combustible empty packing cases,
 boxes, barrels or similar containers, rubber
 tires, rubber, cork or similar combustible
 material..... \$75.00

Places of assembly including, but not limited
 to, movie theaters, theaters, restaurants, night

clubs, bowling alleys, gyms, skating rinks,
swimming pools, bleachers and grandstands \$75.00

Repair garages and service stations for
automotive, marine and fleet service stations
.....\$75.00

· Spraying or dipping of flammable or combustible
liquids or application of combustible powders
.....\$75.00

Temporary membrane structures or tents over two
hundred (200) square feet.....\$75.00

Tire rebuilding plants.....\$75.00

Waste handling facilities, including wrecking
yards and junk yards.....\$75.00

Bulk storage and underground storage tanks with
capacity over one hundred thousand (100,000)
gallons of flammable or combustible materials,
per gallon of storage capacity.....\$0.0005

(d) It shall be unlawful to fail to pay a fire
inspection fee or a fire permit fee in the time set
forth for payment.

(e) The fees hereby established shall not be
charged to the United States of America, the
Commonwealth of Virginia and the City of Norfolk.

Section 19:- That Section 17.1-45.4 of the Norfolk
City Code, 1979, is hereby amended and reordained to add
subsection (8) so as to read as follows:

Sec. 17.1-45.4 Fire permit revocation.

The fire official is authorized to revoke a fire
permit when it is found by inspection or otherwise
that any one of the following have occurred:

(8) The permit fees or the inspection fees have not
been paid.

Section 20:- That Section 17.1-49(c) of the
Norfolk City Code, 1979, is hereby amended and
reordained so as to read as follows:

Sec. 17.1-49 Charges for ambulance services.

(c) Charges.

- (1) The charge for nonemergency or emergency incident response and evaluation or treatment by the department of fire-rescue, with no ambulance transportation provided, shall be eighty dollars (\$80.00).
- (2) The charge for nonemergency incident response and ambulance transport by the department of fire-rescue, with BLS services provided to a patient, shall be one hundred ninety dollars (\$190.00).
- (3) The charge for emergency incident response and ambulance transport by the department of fire-rescue, with BLS services provided to a patient, shall be five hundred five dollars (\$505.00).
- (4) The charge for nonemergency incident response and ambulance transport by the department of fire-rescue, with ALS-1 services provided to a patient, shall be two hundred thirty dollars (\$230.00).
- (5) The charge for emergency incident response and ambulance transport by the department of fire-rescue, with ALS-1 services provided to a patient, shall be six hundred ten dollars (\$610.00).
- (6) The charge for emergency incident response and ambulance transport by the department of fire-rescue, with ALS-2 services provided to a patient, shall be eight hundred fifty dollars (\$850.00).
- (7) The charge for emergency incident response and ambulance transport by the department of fire-rescue, with SCT services provided to a patient, shall be six hundred twenty-five dollars (\$625.00).

- (8) The charge for ground transport mileage (GTM) on ambulances operated by the department of fire-rescue shall be eleven dollars (\$11.00) per loaded mile which shall be charged in addition to transport charges defined by subsections (2), (3), (4), (5), (6) and (7) above.
- (9) Health care facilities shall be defined as, but not limited to, hospitals, nursing homes, advanced care facilities, psychiatric facilities, outpatient care facilities, minor emergency care centers, physicians' offices or any other facility where Virginia licensed or certified health care professionals are routinely present and provide medical treatment for patients.
- (10) A charge of two hundred dollars (\$200.00), in addition to the ambulance transport and ground mileage charge as defined by subsections (2), (3), (4), (5), (6) and (7), above, shall be billed to an originating health care facility (health care facility defined by (9), above) requesting ambulance transport services for a patient when it is determined by the department of fire-rescue that the patient did not have a life threatening or potentially life threatening medical condition.

Section 21:- That Chapter 17.1 of the Norfolk City Code, 1979, is hereby amended and reordained to add Article VI so as to read as follows:

ARTICLE VI. FIRE FALSE ALARMS

Sec. 17.1-65 Definitions.

For the purpose of this article, the following words and phrases shall have the meanings respectively ascribed to them by this section:

Commercial unit means a unit not used entirely for residential purposes.

False alarm means any fire alarm signal communicated, directly or indirectly, to the emergency communications center which is not

generated by actual or potential fire or other life or property threatening activity requiring immediate fire or rescue response. False alarms include negligently or accidentally activated signals; signals which are the result of faulty, malfunctioning or improperly installed or maintained equipment; signals which are purposely activated to summon fire or rescue personnel in nonemergency situations; and alarm signals for which the actual cause is not determined. False alarms shall not include signals activated by unusually severe weather conditions or other causes which are identified and determined by the fire chief or his designee to be beyond the control of the user.

Fire alarm system means any device or system which transmits a signal visibly, audibly, electronically, mechanically or by any combination of these methods, directly or indirectly, to the emergency communications center which indicates a fire or other threat to life or property at a premises requiring an immediate response by fire or rescue personnel to the scene.

Nonemergency situation means any set of circumstances not involving perceived, actual or potential activity that constitutes an immediate danger to life or property.

Person means any individual, firm, owner, sole proprietorship, partnership, corporation, unincorporated association, governmental body, executor, trustee administrator, guardian, agent, occupant or other legal entity.

Premises means a single occupancy apartment, home or business with an alarm system within its control or a multiple occupancy apartment, home or business with a common fire alarm system where fire alarms for the individual units are tied to a common alarm panel operated and controlled by the owner or his agent.

User means the occupant of any premises equipped with a fire alarm system or the owner of such premises if they are unoccupied or the owner of such premises for which a common fire alarm system

is provided and tied to a common alarm panel operated and controlled by that owner or his agent.

Sec. 17.1-66 Fire alarm system user registration.

- (a) Every fire alarm system user shall, within 60 days of the effective date of this article, register with the City as a fire alarm system user.
- (b) No person shall use a new fire alarm system without first registering such alarm system with the City.
- (c) When the possession of the premises at which the fire alarm is maintained is transferred, the new user obtaining possession shall register within 30 days of gaining possession.
- (d) Alarm system registrations are not transferable.
- (e) The user must report updated information whenever information on the alarm system registration form changes.
- (f) There shall be no fee to register as a fire alarm system user.
- (g) It shall be unlawful for any person to fail to register as a user.

Sec. 17.1-67 Fire alarm company operator registration.

- (a) Every fire alarm company operator shall, within sixty (60) days of the effective date of this article, register with the City.. The application for registration shall include the name of the alarm company operator, names of owners and officers, and the services offered by the alarm company operator and such other information deemed necessary by the City. It shall be the responsibility of the fire alarm company operator to notify the City in writing of any subsequent changes in the information provided on the application for registration.

(b) There shall be no fee to register as a fire alarm company operator.

(c) It shall be unlawful for any person to fail to register as a fire alarm company operator.

Sec. 17.1-68 Duties of the fire alarm system user.

A fire alarm system user shall:

(a) Maintain the alarm system in good working order.

(b) Provide the alarm company the registration number issued by the City.

(c) Respond and cause a representative to arrive to the alarm system's location with thirty (30) minutes when notified by the City.

(d) Not manually activate an alarm for any reason other than an occurrence of an event that the alarm system was intended to report, or for a scheduled fire drill or alarm testing. The user shall notify the City prior to conducting a fire drill or alarm testing.

(e) Obtain a new registration if there is a change in address or ownership of a premises.

Sec. 17.1-69 Duties of the fire alarm company operators.

Any person engaged in the fire alarm business in the City shall:

(a) Obtain and maintain the required Commonwealth and City license(s).

(b) Be able to provide the name, address, and telephone number of the user or a designee, who can be called in an emergency, twenty-four (24) hours a day; and be able to respond to an alarm call, when notified, within two (2) hours.

Sec. 17.1-71 Exception.

This article shall not apply to any alarm system used, operated, or installed on any premises owned, leased, occupied, or under the control of the City.

Section 22:- That Section 23-8 of the Norfolk City Code, 1979, is hereby amended and reordained to read as follows:

Sec. 23-8 Authority of director to enter into rental agreements.

The director is hereby authorized to enter into rental agreements with groups, individuals and firms for the rental of any of the Library facilities which, in the director's opinion, are in the best interest of the city.

Section 23:- That Sections 23-9 through 23-15 of the Norfolk City Code, 1979, are hereby added so as to read as follows:

Sec. 23-9 Rental periods for determining fees.

The fees for the rental of the facilities shall be determined by rental periods which shall be designated as full day and half day. The hours of each rental period shall be as follows:

Full Day: Over four (4) hours

Half Day: Up to four (4) hours

Forum: after hours rental only beginning at 6pm.

Sec. 23-10 Rental fees prescribed - Slover Library Board Room.

(a) Generally. For rental of the Slover Library Board Room, the lessee shall pay one of the fees set out in this section.

(b) Non-Profit, State, Government, Educational, and Community-Based Groups. The rental fee for non-profit, state, government, educational, and community-based groups shall be as follows:

(1) Full Day Basic Fee: one hundred thirty eight dollars (\$138.00);

(2) Full Day Special Fee: two hundred twenty dollars (\$220.00);

(3) Half Day Basic Fee: fifty five dollars (\$55.00); and

(4) Half Day Special Fee: one hundred thirty eight dollars (\$138.00).

(c) All other Individuals, Corporations and Groups. The rental fee for all other individuals, corporations and groups shall be as follows:

(1) Full Day Basic Fee: two hundred seventy five dollars (\$275.00);

(2) Full Day Special Fee: five hundred fifty dollars (\$550.00);

(3) Half Day Basic Fee: one hundred thirty eight dollars (\$138.00); and

(4) Half Day Special Fee: two hundred seventy five dollars (\$275.00).

**Sec. 23-11 Rental fee prescribed - Slover
Library Community Engagement Room.**

(a) Generally. For rental of the Slover Library Community Engagement Room, the lessee shall pay one of the fees set out in this section.

(b) Non-Profit, State, Government, Educational, and Community-Based Groups. The rental fee for non-profit, state, government, educational, and community-based groups shall be as follows:

(1) Full Day Basic Fee: eight hundred eighty dollars (\$880.00);

(2) Full Day Special Fee: one thousand six hundred fifty dollars (\$1,650.00);

(3) Half Day Basic Fee: four hundred forty dollars (\$440.00); and

(4) Half Day Special Fee: eight hundred twenty five dollars (\$825.00).

(c) All other Individuals, Corporations and Groups. The rental fee for all other individuals, corporations, and groups shall be as follows:

(1) Full Day Basic Fee: two thousand seven hundred fifty dollars (\$2,750.00);

(2) Full Day Special Fee: three thousand three hundred dollars (\$3,300.00);

(3) Half Day Basic Fee: one thousand three hundred seventy five dollars (\$1,375.00); and

(4) Half Day Special Fee: one thousand six hundred fifty dollars (\$1,650.00).

**Sec. 23-12 Rental fees prescribed - Slover
Library Flex Room.**

(a) Generally. For rental of the Slover Library Flex Room, the lessee shall pay one of the fees set out in this section.

(b) Non-Profit, State, Government, Educational, and Community-Based Groups. The rental fee for non-profit, state, government, educational, and community-based groups shall be as follows:

(1) Full Day Basic Fee: one hundred ten dollars (\$110.00);

(2) Full Day Special Fee: one hundred sixty five dollars (\$165.00);

(3) Half Day Basic Fee: eighty eight dollars (\$88.00); and

(4) Half Day Special Fee: one hundred thirty eight dollars (\$138.00).

(c) All other Individuals, Corporations and Groups. The rental fee for all other individuals, corporations and groups shall be as follows:

(1) Full Day Basic Fee: two hundred twenty dollars (\$220.00);

(2) Full Day Special Fee: two hundred seventy five dollars (\$275.00);

(3) Half Day Basic Fee: one hundred ten dollars (\$110.00); and

(4) Half Day Special Fee: one hundred sixty five dollars (\$165.00).

**Sec. 23-13 Rental fees prescribed - Slover
Library Landmark Room.**

(a) Generally. For rental of the Slover Library Landmark Room, the lessee shall pay one of the fees set out in this section.

(b) Non-Profit, State, Government, Educational, and Community-Based Groups. The rental fee for non-profit, state, government, educational, and community-based groups shall be as follows:

(1) Full Day Basic Fee: one hundred thirty eight dollars (\$138.00);

(2) Full Day Special Fee: two hundred seventy five dollars (\$275.00);

(3) Half Day Basic Fee: seventy two dollars (\$72.00); and

(4) Half Day Special Fee: one hundred thirty eight dollars (\$138.00).

(c) All other Individuals, Corporations and Groups. The rental fee for all other individuals, corporations and groups shall be as follows:

(1) Full Day Basic Fee: two hundred seventy five dollars (\$275.00);

(2) Full Day Special Fee: five hundred fifty dollars (\$550.00);

(3) Half Day Basic Fee: one hundred thirty eight dollars (\$138.00); and

(4) Half Day Special Fee: two hundred seventy five dollars (\$275.00).

**Sec. 23-14 Rental fees prescribed - Slover
Library Third Floor Terrace and
Reading Room.**

(a) Generally. For rental of the Slover Library Third Floor Terrace and Reading Room, the lessee shall pay one of the fees set out in this section.

(b) Non-Profit, State, Government, Educational, and Community-Based Groups. The rental fee for non-profit, state, government, educational, and community-based groups shall be one hundred thirty eight dollars (\$138.00).

(c) All other Individuals, Corporations and Groups. The rental fee for all other individuals, corporations and groups shall be two hundred seventy five dollars (\$275.00).

Sec. 23-15 Rental fees prescribed - Slover Library Forum.

(a) Generally. For rental of the Slover Library Forum, the lessee shall pay one of the fees set out in this section.

(b) Non-Profit, State, Government, Educational, and Community-Based Groups. The rental fee for non-profit, state, government, educational, and community-based groups shall be six hundred eighty eight dollars (\$688.00).

(c) All other Individuals, Corporations and Groups. The rental fee for all other individuals, corporations and groups shall be one thousand one hundred dollars (\$1,100.00).

Section 24:- That Section 24-6(a) of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

Sec. 24-6 When taxes on personal property payable; interest and penalty on delinquencies.

(a) Except as specifically provided otherwise in section 24-3(1), city taxes on personal property shall be payable in full on or before the fifth day of June of the year in which they are assessed. In the event that personal property taxes are not paid when they become due, such unpaid taxes shall bear interest at the rate of eight (8) percent per year. Such unpaid taxes shall be deemed delinquent on the first day following the day such taxes are due, and interest shall commence on the first day of July of the year in which such taxes are assessed. Any person who shall fail to pay to the city treasurer all city taxes on personal property due by him on or before the fifth day of June of the year in which they are assessed shall pay a penalty of ten (10) percent of the tax past due on such property or the

sum of ten dollars (\$10.00), whichever is the greater; provided, however, that the penalty shall in no case exceed the amount of tax due. Such penalty shall be assessed on the first day following the day such taxes are due. Any such penalty when so assessed shall become a part of the tax.

Section 25:- That Section 24-184 of the Norfolk City Code, 1979, is hereby amended and reordained to increase the tax on all real estate within the city by ten cents (\$0.10) for every one hundred dollars of assessed value thereof, which increase is deemed to be necessary, so as to read as follows:

Sec. 24-184 Levied; amount.

(1) For each and every fiscal year, beginning July 1 and ending June 30 of each such year, unless otherwise changed by the council, there is hereby imposed and levied the following tax on all taxable real estate, other than real estate of public service companies, which is assessed by the state corporation commission, within the city: on all lands, wharves and lots, and the improvements thereon, not exempt from taxation, there shall be a tax of one dollar twenty-five cents (\$1.25) for every one hundred dollars (\$100.00) of the assessed value.

(2) For each and every calendar year, beginning January 1 and ending December 31 of each such year, unless otherwise changed by the council, there is hereby imposed and levied the following tax on all taxable real estate of public service companies, which is assessed by the state corporation commission, within the city: on all lands, wharves and lots, and the improvements thereon, not exempt from taxation, there shall be a tax of one dollar twenty-five cents (\$1.25) for every one hundred dollars (\$100.00) of the assessed value thereof.

Section 26:- That Section 24-200 of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

Sec. 24-200 Penalty and interest for late
 payment.

(a) In the event any installment of taxes on real estate is not paid on or before the time the same is due and payable, as set forth in section 24-199, there shall be added thereto a penalty of ten (10) percent of the tax past due on such real estate, or the sum of ten dollars (\$10.00), whichever is the greater; provided, however, that the penalty shall in no case exceed the amount of the tax due. The penalty for failure to pay the tax shall be assessed on the day after the first installment is due. Any such penalty when so assessed shall become a part of the tax. In addition to the foregoing penalty, such unpaid installment shall bear interest at the rate of eight (8) percent per annum. Such unpaid taxes shall be deemed delinquent and interest shall commence on the first day following the day such taxes are due.

Section 27:- That Section 24-234 of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

Sec. 24-234 Levied; amount.

There is hereby levied and imposed in addition to all other taxes and fees of every kind now imposed by law, on each transient a tax equivalent to eight (8) percent of the total amount paid for lodging by or for any such transient to any hotel plus a flat tax of three dollars (\$3.00) per room for each night of lodging at any hotel.

Section 28:- That Section 24-309 of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

Sec. 24-309 Levied; amount.

There is hereby levied and imposed by the city, upon each and every sale of cigarettes, a tax equivalent to forty-seven and five tenths (47.5) mils per cigarette sold within the city, the amount of such tax to be paid by the seller, if not previously paid, in the manner and at the time provided for in this article. There shall be a

penalty for late payment of the tax imposed herein in the amount of ten (10) percent per month, and interest in the amount of three-quarters of one (0.75) percent per month, upon any tax found to be overdue and unpaid.

Section 29:- That Section 25-132(a) of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

**Sec. 25-132 Special permits for oversize and
 overweight vehicles - Generally.**

(a) The director of public works of the city may, in his discretion, upon application in writing and good cause being shown therefor, issue a special permit in writing authorizing the applicant to operate or move a vehicle, a mobile home, a utility building or mobile crane upon the highways and streets of the city of a size or weight exceeding the maximum specified in this article. The director may, in his discretion, issue an annual permit for oversized and overweight three (3) or more axle vehicles, mobile homes, utility buildings and mobile cranes. Every such permit may designate the route to be traversed and contain any other restrictions or conditions deemed necessary by the director of public works. Upon the issuance of such a permit, the city shall charge and the applicant shall pay to the city a fee as follows:

(1) A single-trip permit fee per vehicle, mobile home, utility building or mobile crane of ninety dollars (\$90.00).

(2) An annual permit fee (unlimited trips per vehicle, mobile home or utility building) for oversized and overweight three (3) or more axle vehicles, mobile homes or utility buildings shall be three hundred fifteen dollars (\$315.00) per vehicle, mobile home or utility building. The annual permit fee for mobile cranes shall be as follows: the fee shall be three hundred fifteen dollars (\$315.00) per crane; provided, however, that such fees shall not be applicable to the city,

state, United States of America, or any department, division bureau or agency thereof.

Section 30:- That Section 25-285(2) of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

**Sec. 25-285 Temporary parking regulations of
chief of police or director of
public works.**

(2) Whenever a permit is issued by the chief of police or the director of public works temporarily permitting parking on a street whereon parking is normally prohibited or temporarily prohibiting parking on a street whereon parking is normally permitted, a fee of forty dollars (\$40.00) shall be charged for each such permit.

Section 31:- That Section 25-656.2(d)(2)(A) of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

**Sec. 25-656.2 Trucks of four axles or more
prohibited on certain streets;
exceptions.**

(d) *Exceptions.*

(2) *Exceptions by permit.*

(A) *Administration.* These permit provisions shall be administered by the City manager or a designee of the city manager. Copies of permits issued under this subsection shall be kept on file in the offices of the permit official and, for enforcement purposes, the department of police. Permits may be suspended or revoked for cause or if a change of circumstances removes the need for the permit. All permits applied for and issued under this subsection shall be valid for one year, shall require payment of a fee of \$315, and shall be subject to such further requirements as are listed in the subsections below.

Section 32:- That Section 25.2-12 of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

Sec. 25.2-12 Director's authority to establish fees for recreational activities.

Except as otherwise provided by the council, the director of neighborhood and leisure services is hereby authorized to establish fees for recreational activities, with the approval of the city manager in all cases.

Section 33:- That Section 25.2-50 of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

Sec. 25.2-50 Application, Application fees, cancelation fees and change of date/location fees and after hours fees.

(a) A person seeking the issuance of a permit for the rental of any park or recreation area or facility for a private purpose shall file an application with the director. All applications will be charged a non-refundable application fee in the amount of twenty-five dollars (\$25.00). The application shall state:

- (1) The name and address of the applicant.
- (2) The name and address of the person sponsoring the activity, if any.
- (3) The day and hours for which the permit is desired and the proposed use to be made of the park.
- (4) The park or portion thereof for which such permit is desired.
- (5) An estimate of the anticipated attendance.
- (6) Any other information which the director shall find reasonably necessary to a fair

determination as to whether the permit should be issued.

(b) Cancellation fees shall be paid according to the rates as set forth below:

(1) Thirty (30) days prior to event: ten percent (10%) or twenty five dollars (\$25.00), whichever is greater.

(2) Less than thirty (30) days prior to event: twenty five percent (25%) or fifty dollars (\$50.00), whichever is greater.

(c) A change of date/location fee in the amount of fifteen dollars (\$15.00) shall be charged, except in cases of beach rental.

(d) An after hours fee of fifty dollars (\$50.00) per hour with a two-person minimum.

Section 34:- That Chapter 25.2 of the Norfolk City Code, 1979, is hereby amended and reordained to add one new article numbered X so as to read as follows:

ARTICLE X. RENTAL OF FACILITIES

Sec. 25.2-196 Rental periods for determining fees.

The fees for the rental of the facilities shall be determined by rental periods which shall be hourly unless designated as full day and half day. The hours of full day, half day and after hours rental periods shall be as follows:

Full Day: 8 a.m. to 7 p.m.

Half Day: 8 a.m. to 1 p.m. or 2 p.m. to 7 p.m.

After Hours: After 7 p.m.

Sec. 25.2-197 Rental fees prescribed - Picnic Shelter Rental Fees.

(a) *Generally.* For rental of Picnic Shelters, the lessee shall pay one of the fees set out in this section.

(b) *Resident.* The rental fee for a resident shall be as follows:

(1) Full Day Fee: one hundred twenty five dollars (\$125.00);

(2) Half Day Fee: one hundred dollars (\$100.00).

(c) *Non-Resident.* The rental fee for a non-resident shall be as follows:

(1) Full Day Fee: two hundred fifty dollars (\$250.00);

(2) Half Day Fee: two hundred dollars (\$200.00).

Sec. 25.2-198 Rental fees prescribed - Field Rental Fees.

(a) *Generally.* For rental of Fields, the lessee shall pay one of the fees set out in this section.

(b) *Resident.* The rental fee for a resident shall be as follows:

(1) Small Field: fifty dollars (\$50.00) per day;

(2) Large Field: seventy five dollars (\$75.00) per day; and

(3) Field Lights: forty dollars (\$40.00) per night.

(c) *Non-Resident.* The rental fee for a non-resident shall be as follows:

(1) Small Field: seventy five dollars (\$75.00) per day;

(2) Large Field: one hundred twenty-five dollars (\$125.00) per day; and

(3) Field Lights: sixty dollars (\$60.00) per night.

Sec. 25.2-199 Rental fees prescribed - Open Space Rental Fees.

(a) *Generally.* For rental of Open Space, the lessee shall pay one of the fees set out in this section.

(b) *Resident.* The rental fee for a resident shall be fifty dollars (\$50.00) per day for under 200 Attendees; and

(c) *Non-Resident.* The rental fee for a non-resident shall be one hundred dollars (\$100.00) per day for under 200 Attendees.

Sec. 25.2-200 Rental fees prescribed - Barraud Park Amphitheatre Rental Fees.

(a) *Generally.* For rental of Barraud Park Amphitheatre, the lessee shall pay one of the fees set out in this section.

(b) *Resident.* The rental fee for a resident shall be as follows:

(1) Without electricity: one hundred dollars (\$100.00) per day; and

(2) With electricity: one hundred twenty five dollars (\$125.00) per day.

(c) *Non-Resident.* The rental fee for a non-resident shall be as follows:

(1) Without electricity: two hundred dollars (\$200.00) per day; and

(2) With electricity: two hundred fifty dollars (\$250.00) per day.

(d) Rental of Barraud Park Amphitheatre does not include shelter rental or open space rental.

Sec. 25.2-201 Rental fees prescribed - Recreation Center Rental Fees.

(a) *Generally.* For rental of Recreation Center space, the lessee shall pay one of the fees set out in this section.

(b) *Resident.* The rental fee for a resident shall be as follows:

(1) Small Conference Room: twenty five dollars (\$25.00) per hour;

- (2) Large Conference Room: fifty dollars (\$50.00) per hour;
- (3) Multi-purpose Room: fifty dollars (\$50.00) per hour; and
- (4) Gym: seventy five dollars (\$75.00) per hour.

(c) *Non-Resident.* The rental fee for a non-resident shall be as follows:

- (1) Small Conference Room: forty dollars (\$40.00) per hour;
- (2) Large Conference Room: seventy five dollars (\$75.00) per hour;
- (3) Multi-purpose Room: seventy five dollars (\$75.00) per hour; and
- (4) Gym: one hundred fifteen dollars (\$115.00) per hour.

Sec. 25.2-202 Rental fees prescribed - Beach Rental Fees.

(a) *Generally.* For rental of Beach space, the lessee shall pay one of the fees set out in this section.

(b) *Resident.* The rental fee for a resident shall be fifty dollars (\$50.00) per hour.

(c) *Non-Resident.* The rental fee for a non-resident shall be one hundred twenty five dollars (\$125.00) per hour.

(d) A non-refundable change of date or change of location fee in the amount of twenty five dollars (\$25.00) shall be charged.

Sec. 25.2-203 Rental fees prescribed - Pool Rental Fees.

(a) *Generally.* For rental of Pool space, the lessee shall pay the rental fee as follows:

- (1) Individual Lane: ten dollars (\$10.00) per lane per hour; and
- (2) Wading Pool: twenty five dollars (\$25.00) per hour; and
- (3) Birthday Party: eighty dollars (\$80.00).

(b) A fifty dollar (\$50.00) deposit in the form of a check will be collected at the beginning of the event and return to customer provided no damage occurs.

Sec. 25.2-204 Rental fees prescribed - Pool Classroom Rental Fees.

(a) *Generally.* For rental of Pool Classrooms, the lessee shall the rental fee as follows:

- (1) Small Classroom: twenty five dollars (\$25.00) per hour; and
- (2) Large Classroom: fifty dollars (\$50.00) per hour;
- (3) Both Classrooms: seventy five dollars (\$75.00) per hour; and
- (4) Birthday Party: eighty dollars (\$80.00).

(b) A fifty dollar (\$50.00) deposit in the form of a check will be collected at the beginning of the event and return to customer provided no damage occurs.

Section 35:- That Section 25.2 of the Norfolk City Code, 1979, is hereby amended and reordained to add one new article numbered XI so as to read as follows:

ARTICLE XI. MEMBERSHIP FEES

Sec. 25.2-205 Membership fees.

The following membership fees shall be charged:

(a) *Norfolk Fitness and Wellness Center.*

Child (5-7)	\$50.00
Child (5-7) (PowerUp! member)	\$25.00
Youth (8-14)	\$75.00
Youth (8-14) (PowerUp! member)	\$50.00
Young Adult (15-23)	\$75.00
Young Adult (15-23) (PowerUp! member)	\$65.00
Adult (24-65)	\$200.00
Adult (24-65) (PowerUp! member)	\$120.00
Senior (66-80)	\$75.00
Senior (66-80) (PowerUp! member)	\$75.00
Monthly	\$75.00
Daily	\$5.00

(b) *Other Recreation Centers.*

Youth (5-17) (resident)	\$20.00
Youth (5-17) (non-resident)	\$100.00
Youth (5-17) (PowerUp! member)	\$10.00
Adult (18-64) (resident)	\$50.00
Adult (18-64) (non-resident)	\$150.00
Adult (18-64) (PowerUp! member)	\$20.00
Family (adult plus three or more)	\$100.00
Family (adult PowerUp! member plus three or more	\$50.00
Daily	\$3.00
Athletic Card	\$20.00
Adult Athletic Card	\$10.00

(c) *Norfolk Boxing & Fitness Center.*

Co-Ed Olympic Boxing (Ages 8-40) (resident)	\$10.00
Co-Ed Olympic Boxing (Ages 8-40) (non-resident)	\$50.00
Adult Open Fitness Membership (Ages 18+) (resident)	\$60.00
Adult Open Fitness Membership (non-resident)	\$125.00

Section 36:- That subsection 29-69.1(b) of the Norfolk City Code, 1979, as amended, is hereby amended and reordained so as to read as follows:

**Sec.29-69.1 Obstructing or altering normal
traffic or pedestrian movement
requires permit; street/lane or
sidewalk closure requires permit.**

(b) [Fees.] Whenever it is necessary to issue a permit to allow normal traffic or pedestrian movement in or along a city street/lane or sidewalk to be temporarily obstructed or altered, a fee shall be charged for each such permit in accordance with the following schedule:

Street/Lane Closure; Arterials, Collectors and the Central Business District (CDB)	1-15 days	\$65.00
Street/Lane Closure; Arterials, Collectors and the Central Business District (CDB)	16-30 days	\$115.00
Street/Lane Closure; Arterials, Collectors and the Central Business District (CDB)	Over 30 days	\$115.00 plus \$10.00 per day over 30 days.
Street/Lane Closure; Residential Streets	1-30 days	\$65.00
Street/Lane Closure; Residential Streets	Over 30 days	\$65.00 for the first thirty days plus \$5.00 per day over 30 days.
Sidewalk Closure Arterials, Collectors and CBD	1-30 days	\$65.00 for the first thirty days plus \$10.00 per day over 30 days.
Sidewalk Closure, Residential Streets	1-30 Days	\$65.00 for the first 30 days plus \$5.00 per day over 30 days
Sidewalk Closure	Over 30 days	\$65.00 for each thirty- day period

Special Inspection Fee	After normal business hours	\$250.00 (flat fee)
Dumpster in Right-of-Way	1-15 days	\$65.00
Dumpster in Right-of-Way	16-30 days	\$115.00
Dumpster in Right-of-way	Over 30 days	\$115.00 for the first 30 days plus \$10.00 per day over 30 days.

The fee shall be collected by the department of public works. All fees listed above are in addition to other right-of-way permit fees which are detailed in sections 42-9, 42-18 and 42-62 respectively.

Section 37:- That Section 37-81 of the Norfolk City Code, 1979, is hereby amended and reordained to add subsection (9) to address and authorize a supplement to retirees so as to read as follows:

Sec. 37-81 Post-retirement supplements.

In addition to the pension otherwise payable under this chapter, post-retirement supplements shall be payable as stated below:

(9) Beginning on July 1, 2018, an additional supplement of two percent (2.0%) shall be payable by the system to those retirees and their beneficiaries who are receiving city retirement payments as of June 30, 2014. The additional supplement shall be calculated by multiplying two percent (2.0%) by the recipient's total benefit (base pension plus previous supplements plus monthly adjustment), on an amount not to exceed total benefit of \$36,000. The right to receive this additional supplement shall hereby vest in the eligible recipients and their beneficiaries.

Notwithstanding any provision to the contrary, the additional supplement shall be subject to the same terms and conditions as for the payment of the pension.

Section 38:- That Section 42-9(c)(1) and (3) of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

Sec. 42-9 Driveway permits.

(c) For the issuance of such a permit, the applicant shall pay to the city the following fees:

(1) For the construction of one or more commercial driveways on one site, per driveway\$315.00

(3) For the construction or rehabilitation of one or more residential driveways on one site having two (2) or fewer dwelling units, per driveway\$45.00

Section 39- That Section 42-62 of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

Sec. 42-62 Utility cut permit fee.

(a) Whenever it is necessary to issue a permit to any utility company or contractor for a cut to be made in city streets, other than for test hole boring, a fee in the amount of two hundred fifteen dollars (\$215.00) plus one dollar (\$1.00) per square foot of the street cut shall be charged for the cost of issuing said permit and inspecting the work. This fee shall be applicable in all such cases, regardless of whether the work is performed directly by a utility company or by a contractor. The fee shall be collected by the department of public works.

(b) Whenever it is necessary to issue a permit to any utility company or contractor for test hole boring in a city street, a fee in the amount of forty dollars (\$40.00) shall be charged for the cost of issuing said permit and a fee in the amount of five dollars (\$5.00) per test hole shall be

charged for inspecting the work. For a test pit, a fee in the amount of three hundred fifteen dollars (\$315.00) shall be charged for the cost of issuing said permit. These fees shall be applicable in all such cases, regardless of whether the work is performed directly by a utility company or by a contractor. The fees shall be collected by the department of public works. The permit and inspection fees for test hole boring shall not be applicable in the case of any work performed for or in behalf of the city.

(c) Whenever it is necessary to issue a permit to any utility company or contractor for a cut to be made in city verge (grass/dirt) area, other than for test hole boring, a fee in the amount of sixty-five dollars (\$65.00) shall be charged for the cost of issuing said permit and inspecting the work. This fee shall be applicable in all such cases, regardless of whether the work is performed directly by a utility company or by a contractor. The fee shall be collected by the department of public works.

Section 40- That Section 42-63 of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

Sec. 42-63 Sidewalk repair fee; plumber's cut fee.

Whenever it is necessary to issue a permit to anyone other than a utility company for a cut to be made in a city sidewalk, then a fee in the amount of one hundred twelve dollars (\$112.00) per square block of concrete shall be charged to cover the cost of the permit and the inspection. The fee shall be collected by the department of public works.

Section 41- That Section 42-64 of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

Sec. 42-64 Payment of permit fee prerequisite to grant of permit to install.

No permit shall be granted to install any utility facility until there has been paid into the

city treasury a permit fee of sixty-five dollars (\$65.00) per utility facility. Pipe, conduit, conductor, and cable lines will be assessed a fee of sixty-five dollars (\$65.00) per five hundred (500) linear feet. The fees shall be collected by the department of public works.

Section 42- That Section 42-76 of the Norfolk City Code, 1979, is hereby amended and reordained so as to read as follows:

**Sec. 42-76 Payment of inspection fee
 prerequisite to grant of permit to
 install.**

No permit shall be granted to install any pole until there has been paid into the city treasury an inspection fee of sixty-five dollars (\$65.00) per pole.

Section 43:- That there is hereby set-aside from the General Fund revenues of up to Five Million Dollars (\$5,000,000) to be the amount by which revenue is reduced for the purpose of providing real estate tax exemptions and deferrals for the elderly and disabled under Chapter 24, Article IV, Division 2 of the Norfolk City Code, 1979, real estate tax exemptions for disabled veterans pursuant to Code of Virginia, Section 58.1-3219.5, and real estate tax exemptions of the principal residences of surviving spouses of members of the armed forces of the United States killed in action, pursuant to Code of Virginia, Section 58.1-3219.9.

The Department of Human Services, as designated by the City Manager, shall administer this program.

Section 44:- That the provisions of this ordinance are hereby declared to be severable. If any part, section provision, sentence, clause or phrase, or the application thereof to any person or circumstance, is adjudged to be unconstitutional or invalid for any reason, the remainder of the ordinance shall remain in full force and effect and its validity shall not be impaired, it being the legislative intent now hereby declared that the ordinance would have been adopted even if such invalid matter had not been included or if such invalid application had not been made.

Section 45:- That this ordinance shall be in effect
from and after July 1, 2018.

Adopted by Council May 22, 2018
Effective July 1, 2018

TRUE COPY
TESTE:

R. BRECKENRIDGE DAUGHTREY, CITY CLERK

BY: _____
DEPUTY CITY CLERK

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Form and Correctness Approved

By Nathaniel Seaman
Office of the City Attorney

Contents Approved:

By Angie A. [Signature]
DEPT. Budget & Strategic Planning

Pursuant to Section 72 of the City Charter, I hereby certify that the money required for this item is in the city treasury to the credit of the fund from which it is drawn and not appropriated for any other purpose.

\$ 112,039,271VariousAmelia [Signature]
Director of FinanceAccount
5/17/18
Date

NORFOLK, VIRGINIA

ORDINANCE No. 47,231**R-3**

AN ORDINANCE APPROVING THE CAPITAL IMPROVEMENT PLAN BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019; APPROPRIATING \$112,039,271 FOR CERTAIN PROJECTS APPROVED THEREIN; AUTHORIZING AN ISSUE OF BONDS IN THE AMOUNT OF \$85,510,137, OF WHICH \$1,692,409 IS THE REAPPROPRIATION OF PREVIOUSLY AUTHORIZED, BUT UNISSUED, BONDS; AND AUTHORIZING THE EXPENDITURE OF \$26,529,134 IN CASH.

- - -

WHEREAS, the City Manager submitted to the City Council a Capital Improvement Plan Budget for the City for the fiscal year beginning July 1, 2018 and ending on June 30, 2019; and

WHEREAS, it is necessary to appropriate sufficient funds to cover the approved capital projects set forth in the Capital Improvement Plan Budget and to authorize said projects; now therefore,

BE IT ORDAINED by the Council of the City of Norfolk:

Section 1:- That the capital projects set forth below in the Capital Improvement Plan for the fiscal year beginning on July 1, 2018 and ending on June 30, 2019, submitted by the City Manager under date of April 03, 2018, are hereby approved and the amounts herein set forth aggregating \$112,039,271, or so much thereof as may be necessary, as set forth in the Capital Improvement Plan Budget for the fiscal year July 1, 2018 to June 30, 2019, are hereby appropriated for the purposes hereinafter set out in the following subparagraph:

A. Capital Improvement Projects

<u>Number</u>	<u>Title</u>	<u>Approved</u> <u>Amount</u>
General Capital		
1	Address School Major Maintenance	6,000,000
2	Fund Chrysler Hall Major Upgrades	6,000,000
3	Improve Street Infrastructure Citywide	5,000,000
4	Improve Neighborhoods Citywide	2,000,000
5	Repair, Replace, and Maintain Bridges	2,000,000
6	Strengthen Neighborhoods through Affordable Housing Initiatives	1,750,000
7	Fund Preliminary Engineering	1,159,000
8	Maintain Municipal Facilities	1,150,000
9	Acquire School Buses	1,000,000
10	Improve Cultural Facilities	1,000,000
11	Improve Fairmount Park Infrastructure	1,000,000
12	Improve Infrastructure and Acquire Property	1,000,000
13	Maintain Fire Stations	1,000,000
14	Provide Funds for Acquisition in Ward's Corner	916,000
15	Control Beach Erosion	914,400
16	Fund Chrysler Museum Capital Campaign Match	850,000
17	Acquire Property at 711 Church Street (LA)	826,678
18	Replace USS Wisconsin Basin Pedestrian Bridge	825,000
19	Implement Complete Streets Initiative	750,000
20	Replace In-Ground Vehicle Lifts	609,660
21	Implement RPOS Master Plan	500,000
22	Improve Harbor Park	500,000
23	Maintain USS Wisconsin BB-64	500,000
24	Repair Waterfront Infrastructure	500,000
25	Replace Building Automation Systems	500,000
26	Support Infrastructure Improvements in the NEON District	500,000
27	Improve Tennis Courts Citywide	350,000
28	Improve Neighborhood Streets	300,000
29	Improve Community and Neighborhood Parks	250,000
30	Improve Roof Repair and Moisture Protection	250,000
31	Support Citywide Public Art	250,000
32	Support Elizabeth River Trail Capital Campaign	250,000
33	Acquire Blighted Properties in Willoughby	200,000
34	Enhance Signals and Intersections	200,000
35	Improve Existing Community Centers	200,000
36	Improve HVAC Systems Citywide	200,000
37	Support Jail Improvements	200,000
38	Improve Citywide Dredging and Waterways	150,000
39	Improve Street Lights	100,000
Total General Capital		41,650,738

Parking Facilities

40	Improve Parking Customer Experience	7,000,000
41	Maintain Parking Facilities	2,900,000
Total Parking Facilities		9,900,000

Storm Water Utility

42	Reduce Neighborhood Flooding	2,850,000
43	Improve Storm Water Quality	2,350,000
44	Create Citywide Flooding Reserve	1,315,200
45	Address Street Flooding Citywide	1,300,000
46	Address Flooding in Spartan Village	1,000,000
47	Improve Storm Water System	600,000
48	Improve Storm Water Waterfront Facilities	500,000
Total Storm Water Utility		9,915,200

Wastewater Utility

49	Improve Wastewater Collection System	20,000,000
Total Wastewater Utility		20,000,000

Water Utility

50	Improve Water Resources and Delivery System	15,343,333
51	Upgrade Water Treatment Plants	13,500,000
52	Implement Meter Change-Out Program	480,000
53	Upgrade Billing System	150,000
Total Water Utility		29,473,333

Waste Management

54	Support Campostella Landfill Post Closure Requirements	1,100,000
Total Waste Management		1,100,000
Grand Total		112,039,271

Section 2:- That in order to provide the funds heretofore appropriated, cash in the aggregate principal sum of \$26,529,134 is authorized to be expended. Of such sum, \$2,313,934 is for General Capital Improvement Projects, which is comprised \$1,487,256 transferred from the General Fund, \$826,678 transferred from the Land Acquisition Fund; \$2,900,000 is for Parking Facilities Fund Projects; \$1,315,200 is for Storm Water Utility Fund Projects, and \$20,000,000 is for Water Utility Fund Projects. Previously approved, but unissued, bonds in the aggregate principal sum of \$1,692,409 are reappropriated

for General Capital Improvement Projects, and therefore bonds of the City of Norfolk in the aggregate principal sum of \$85,510,137 are hereby authorized to be issued from time to time in such form and with such terms as shall be established pursuant to future ordinances, of which \$39,336,804 is for General Capital Improvement Projects, \$7,000,000 is for Parking Facilities Fund Projects, \$8,600,000 is for Storm Water Utility Fund Projects, \$20,000,000 is for Wastewater Utility Fund Projects, \$9,473,333 is for Water Utility Fund Projects, and \$1,100,000 is for Waste Management Projects.

Section 3:- That the Council reasonably expects to reimburse certain expenditures made from the General Capital Improvement Projects Fund, Parking Fund, Storm Water Utility Fund, Wastewater Utility Fund, Water Utility Fund, and Waste Management Fund to interim finance the above-described capital projects with the proceeds of the above-described bonds to be issued by the City.

Section 4:- That this ordinance represents a declaration of "official intent" under Treasury Regulations Section 1.150-2(e).

Section 5:- That the expenditures to be reimbursed will be paid from the following funds, which funds have the following general functional purposes:

(a) General Capital Improvement Projects Fund. Used to account for the financial resources used to finance general capital improvement projects in the Capital Improvement Plan other than those financed by the City's enterprise funds or special revenue funds;

(b) Parking Facilities Fund. Used to account for the City's parking facility operations, including accounting for the financial resources used to finance capital projects in the Capital Improvement Plan related to parking facilities;

(c) Storm Water Utility Fund. Used to account for the City's environmental storm water operations, including accounting for the financial resources used to finance capital projects in the Capital Improvement Plan related to the storm water utility;

(d) Wastewater Utility Fund. Used to account for the City's wastewater utility operations, including accounting for the financial resources used to finance capital projects in the Capital Improvement Plan related to the wastewater utility;

(e) Water Utility Fund. Used to account for the City's water utility operations, including accounting for the financial resources used to finance capital projects in the Capital Improvement Plan related to the water utility; and

(f) Waste Management Fund. Used to account for the City's waste management operations, including accounting for the financial resources used to comply with regulatory requirements related to its landfills.

Section 6:- That the appropriate officers or agents of the City are authorized and directed to file a certified copy of this ordinance with the Circuit Court of the City of Norfolk pursuant to Sections 15.2-2607 and 15.2-2627 of the Code of Virginia, 1950, as amended.

Section 7:- That the City Manager, unless otherwise directed by City Council, is hereby authorized to do all things necessary to implement the projects set forth in the Fiscal Year 2019 Capital Improvement Plan Budget.

Section 8:- That the City Manager or his designee is authorized to close out or reappropriate unused Capital Improvement Plan funds in projects that have been completed. These funds may be reappropriated as sources in future year Capital Improvement Plans.

Section 9:- That the City Manager or his designee is authorized to transfer from any project which has an excess of funds appropriated for its use to any other project all or any part of such excess. A record of all such transfers shall be maintained by the Director of Finance.

Section 10:- That the City Manager or his designee is authorized to transfer funds from any project authorized with Public Art funds in the Capital Improvement Plan to any other project or pool funds, as needed, to implement any portion of the Plan.

Section 11:- That this ordinance shall be in effect
from and after July 1, 2018.

Adopted by Council May 22, 2018
Effective July 1, 2018

TRUE COPY
TESTE:

R. BRECKENRIDGE DAUGHTREY, CITY CLERK

BY: _____
DEPUTY CITY CLERK

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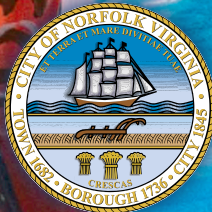
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ADOPTED FISCAL YEAR 2019 BUDGET
City of Norfolk, Virginia

INCLUSIVE